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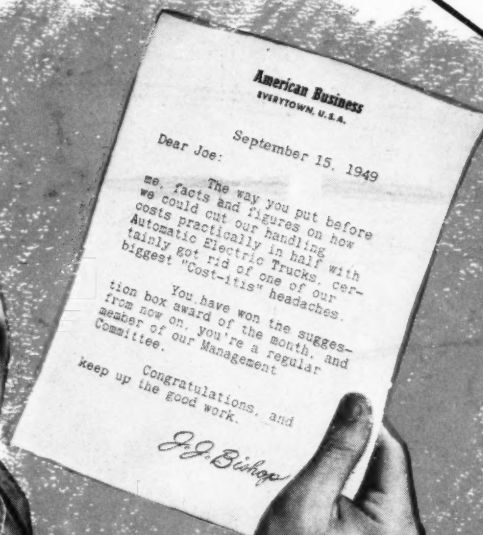
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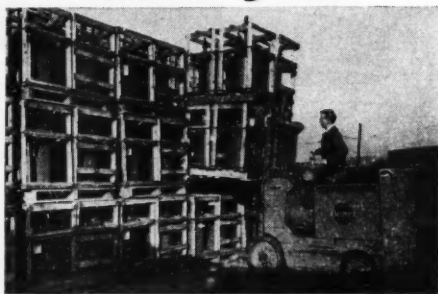
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Some in Crates



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FRONT COVER

The traffic manager looks—not just at railroading—but at the whole problem of transportation, one which affects him every moment of the day. More than this, he is broadening his vision, to take in far more than transportation. He is increasingly concerned with and exercising greater influence in the vast field of distribution. The traffic manager is inevitably becoming a distribution manager. Photo by Keystone View Co. of New York, Inc.

DISTRIBUTION AGE

The Magazine That Integrates All Phases Of Distribution

100 E. 42nd St., New York 17

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Managing Editor

GEORGE POST
Assistant Manager

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VOL. 48, NO. 11

November, 1949

SPECIAL FEATURES

Transportation Dilemma	13
Shippers Advisory Boards	Henry H. Pratt 14
Freight Classification—A Science	E. G. Siedle 16
Foreign Trade Zone No. 67	John H. Frederick 17
Frozen Foods Distribution	Ethelyn Weller 18
Refrigerated Warehousing . . . Whither Bound?	Bill Dalton 20
Are Damage Claims THAT Important?	C. L. Saperstein 22
Go Back to School!	Henry G. Elwell 23
All-Weather Flying	J. A. Herlihy 24
Shifting Into "High"	Hugh G. Jarman 26
West Coast Trade Zones	32
Materials Handling Developments	35
NYSWA Meets	36
Report on Detroit P. & P.-M.H. Convention	36
Trucking the Vitamins	L. H. Wohlwend 40
What Does F.O.B. Mean? WRONG!	47
How to Distribute	Arthur M. Marshall 48

DEPARTMENTS

Editorial Comment	9
Letters to the Editor	10
Coming Events	35
Previews	41
Distribution Activities	56
New Products and Procedures	58
Getting Down to Cases	Leo T. Parker 60
Obituaries	94

STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of these activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.

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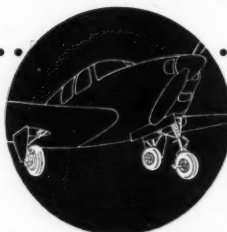
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Tough, sturdy framework gives you safety "plusses." Rated in *utility* category at *full gross weight*, with a limit flight load factor of 4.4 G's, the Beechcraft A35 Bonanza underwent radio controlled dive tests at 275 miles per hour, pulling out safely at 3 G's.



. . . but you want beauty and comfort, too.

Exclusive retractable step and limousine door let you enter and leave with ease; preserve feminine dignity! Room to spare for four in the handsome, *sound-proofed* cabin. Maximum 5-way visibility.

Compare these performance features

- Top speed, 184 mph
- Cruising speed, 170 mph
- Range, 750 miles
- Service ceiling, 17,100 feet
- Fuel economy, 9½ gal. per hour

Compare these comfort features

- Exclusive retractable step
- Limousine entrance
- Insulated, sound-proofed cabin
- Quickly removable rear seat
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Beechcraft

BONANZA

MODEL A35

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NOVEMBER, 1949

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EDITORIAL COMMENT



Traffic or Distribution Managers?

YOU either go backwards or forwards. There is no such thing as remaining in one place. That goes for everything, including traffic management. The more immediate reason for this, in the case of traffic managers, is that distribution is going forward, become more embracing and the traffic man has to keep up with developments or fall behind.

Many, perhaps most, traffic managers realize the expanding potentialities of their occupation and are bending every effort to expand their own functions. Take traffic manager X, for example; he's not only thoroughly conversant with rates and routes but has important Washington contacts, exercises careful vigilance over his company's packing and packaging operations, has made important recommendations on materials handling equipment and is a close student of storage methods — besides the fact that he devotes much time to statistical studies in the transportation field and has enough time to spend developing cooperation between hundreds of other traffic managers. There are many more like him; real traffic managers, real professionals, real distribution experts. It is likewise true that there are some who see traffic management as a transportation job pure and simple.

Here is an example of this type that fortunately, is not too common: "We've taken on a couple of packaging engineers, and set them up in the warehouse. The superintendent there is in charge. Results are beginning to show, I understand. No, I don't deal directly with him, except on occasion. What I'm mainly interested in is getting the goods out on time." This traffic manager, it so happens, is nominally a member of a traffic organization—nominally, that is, because he never shows up at meetings, never contributes time or effort.

His company, it is true, is not a top-flight organization. But what has that got to do with *him*? Nothing. Look over the NIT league roster; are all the companies U. S. Steels, Standard Oils, General Foods? One of the brightest traffic minds works for a modest size perfume house. This manager has just reorganized the whole out-shipment department in his company—changed it from top to bottom. Who told him to? Nobody really did; it worked like this: the former shipping room was perpetually getting clogged at peak periods. (We'll call him Jones) decided to make a study of the situation, particularly after

an important shipment he was handling got bogged down even before it left the plant. Jones bucked the red tape and finally got top management to examine his proposals. They gave him a quick O.K. In six months he had the new shipping room setup working; in twelve months there wasn't a bug in the place. Just another distribution-minded traffic executive.

There was a recent case where a new plant was put up, and some Great Brain (not a traffic manager) set it twenty feet off the company's own railroad siding. He must have expected the freight cars to lean over to get loaded and unloaded. Did they call in their traffic man on the deal? Not until the job was done and handling charges started to mount skyward. This sounds incredible, of course; but it actually happened, and things just as silly are happening every day. The reason? Simply that some department heads either don't know or are not encouraged or required by top management to consult the traffic manager in all matters pertaining to new plant sites, railroad sidings, truck docks, purchase and delivery of new equipment and a hundred and one other things on which their special knowledge can save their firms thousands of dollars.

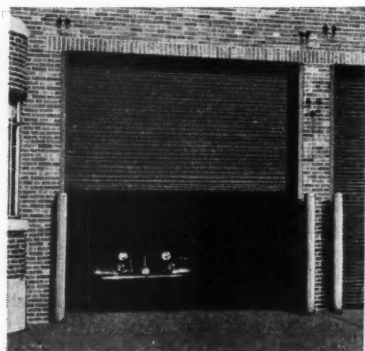
What this all adds up to is public relations. The traffic fraternity has a big job of education to do—letting all and sundry know that the traffic manager of today *isn't* the traffic manager of yesterday.

Distribution managers (let's call traffic managers that from here on in) have another big job to do, perhaps the biggest of all. And that is to show top management what great potentialities there are for savings in all phases of Distribution. They must envision themselves as thoroughly capable of integrating transportation and storage handling and packing and maintaining and whatever else is essential to increased efficiency and, therefore, lower costs both in the movement of raw materials before production and of the finished product as it comes from the assembly line. He can (and some have) cut the red tape and convince top management that they are in the best position to curb and choke off inefficiency all along the line. Whether the company is small or large, vertically integrated or just a lone star in the business firmament, only three things are needed by the distribution manager: grit, go and gumption.

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LETTERS to the Editor

To the Editor:

Your September issue carried an unusually good article by Mr. Henry G. Elwell, regarding the notation "Shippers Load and Count" on bills of lading.

I always enjoy reading Mr. Elwell's articles, and this time he discussed a problem which is causing us extra expense in our distribution. We have a commodity which is permitted three stops and a final destination to all points in the United States, by rail carloads. These shipments are made to public warehouses, each unloading their portion of the car, and forwarding to the next consignee until car reaches ultimate destination.

Experience has taught me that the best way to handle such shipments is to brace off each stopover portion of the load with wooden bulkheads and steel straps, which makes a natural division of the lading by stopover points. We have several different size packs, some in cardboard shipping cases, burlap bags and heavy paper bags, and this in itself makes leveling off impractical.

But we are constantly receiving unloading reports from the various stopover warehouses, concerning damage, and in many cases, shortages are also reported. A lot of work must be done in attempting to determine the reason for a shortage. All four consignees must be checked, to see that points other than the one reporting shortage have removed only their portion of the consignment. Complete seal record of the car must be secured, showing seals removed and applied at each point, and the usual difficulties in securing such information are obvious.

If there is no evidence of one warehouse removing more than consigned portion, and if the seal record checks OK, we have no claim against the carrier, and will stand to lose the amount of goods claimed short. Sometimes the value of such shortages will run into hundreds of dollars; sometimes it will only be five or ten dollars per carload.

Our Shipping and Receiving Department is very efficient, but is faced with a tough job in making an exact count when loading such a shipment, especially due to the different size packs we use. It is impossible to count such a load by rows or tiers in the boxcar, and cases and bags must be counted individually when loaded.

A perpetual inventory, based on floor stock plus production minus goods shipped, should, theoretically, produce a control for errors in count

when loading cars. But we have found, in actual practice, that this fails to do so. It helps, but does not guarantee an ironclad prevention of shortages.

I have worked with more than one shipping department, and know that we have an organization well above the average, but we have no way of being positive that a given number of cases or bags were shipped in a specific car. We have even had two or three rare occasions when shipments checked over, rather than short. This is positive proof that error was made in count when car was loaded at our plant.

But none of the above has helped to solve the problem of recurring shortages. We just have to write off the monetary loss they cause, and while it runs high in some cases, it is not consistently high enough to justify hiring a third party, on a full-time basis, to count each car, certifying the number of cases and bags in the car.

However, I am asking your opinion on such a procedure: if a third party, having no connection with the carrier or shipper, were hired, and he counted and certified cars, would a subsequent claim for shortage in a certified car (which had been stopped in transit three times before reaching destination) be recognized as carriers liability?

If we can use such a system for a brief period, it would be worth the money, provided we could establish carrier liability. As things now stand, we have the following possibilities on shortages:

1. Car is loaded incorrectly by shipper.
2. Car is loaded correctly, but is pilfered before seals are applied.
3. Car is loaded correctly, but one of the stopover warehouses errs:
 - a. in removing correct portion of the load.
 - b. in counting the merchandise they removed.
4. Car is loaded correctly but is pilfered by unknown persons while open at stopover point.
5. Car is loaded correctly, but some stopover warehouse fails to close doors properly when applying seals, and car is open to pilferage while in the hands of the carrier.

Now assuming that the above list covers probable reasons, where does the responsibility and liability of the carrier begin and end? If shipper had definite proof that cars were loaded correctly, yet received a short report from one or more of the consignees,

(Continued on Page 93)

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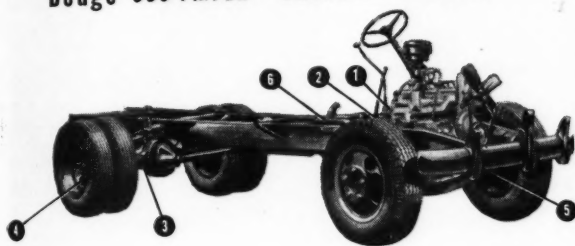
Read, on this page, why Dodge "Job-Rated" trucks offer you extra value.

Then, see your Dodge dealer. Ask him to quote you the price of the Dodge "Job-Rated" truck that fits your hauling or delivery job.

You'll get more for your money . . . in performance, in economy, in long-lasting truck satisfaction.

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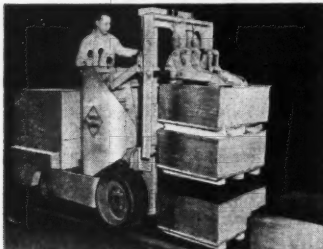
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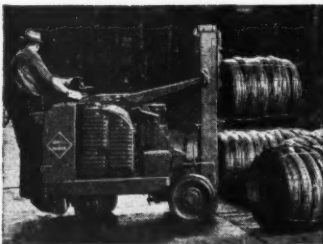
switch to **DODGE**
"Job-Rated" TRUCKS



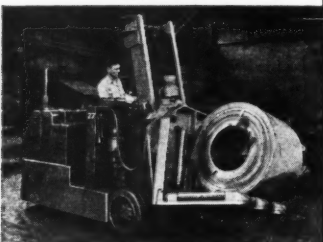
Side Dump Revolving Unit



Tin Plate Clamp



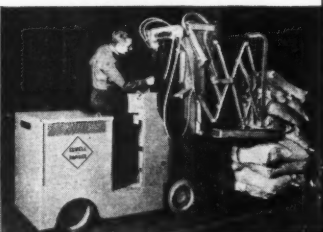
Swivel Ram



Upender



Bale Clamp



Pallet Retriever

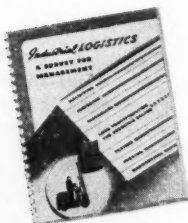
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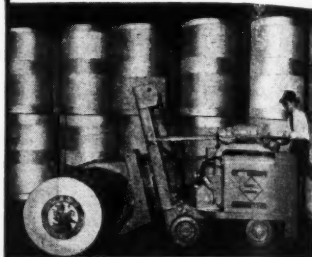
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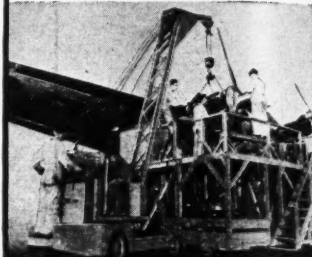


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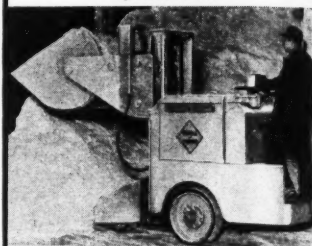
ELWELL-PARKER
POWER INDUSTRIAL TRUCKS
Established 1893



Roll Clamp



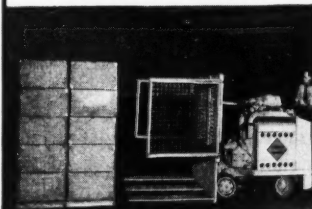
Special Crane



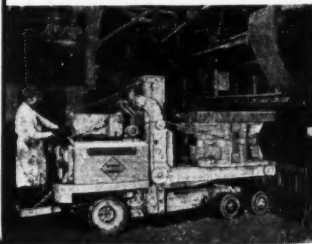
Rotary Scoop



Roll Handler with Apron



Fork Truck with Side Wings



Die Handler

TRANSPORTATION DILEMMA



THIS nation finds itself today possessing the greatest system of transportation in the world and the only one operated by private capital. At the same time this great transportation system of ours is in critical danger because political and economic conditions are forcing the common carriers—rail, water, highway and air—steadily toward government ownership and operation. This pressure is something which has grown upon us, largely unseen and unrecognized for what it is, because of the evolution of the competing forms of commercial transportation coupled with the national policies providing for their development and expansion.

So today the transportation situation with which we have to deal is one of wasteful duplication of facilities and increasing diversion of traffic from the more economical agency to those less economical. There is also the fact that the railroads—the structure of whose basic facilities necessarily confines them exclusively to common carrier service—are no longer able to finance adequate improvements to fixed property from private sources. This is not a happy situation for the carriers or for users of transportation. The tragic thing about it is that we have brought the present situation upon ourselves by the manner in which we have dealt with the various transportation agencies as they have developed in this country.

The major expressions of a national transportation policy by Congress are found in the two acts which are the basis of transporta-

tion regulation. One of these is the Interstate Commerce Act, which applies to all forms of transportation other than air and pipeline movement of natural gas. This Act is administered by the Interstate Commerce Commission. The other is the Civil Aeronautics Act, which applies to air transportation and is administered by the Civil Aeronautics Board. Although the basic national policy concerning transportation is thus set forth in two enactments and administered by two bodies, the expressed aims of Congress correspond to a large extent in their application to the entire field of transportation.

Declarations in both Acts call for recognizing and preserving the inherent advantages of the various types of carriers to which they respectively apply. Both call for the promotion of safe, adequate, efficient and economical service. Both call for reasonable charges, without unjust discriminations, undue preferences or advantages, or unfair or destructive competitive practices. Both set up guides for the exercise of regulation to meet the needs of the commerce of the United States, of the Postal Service, and of national defense. Along with these numerous points of identity in aim, both Acts reflect the Congressional intent that the carriers shall receive, from the charges authorized for their services, revenues adequate for their needs according to criteria set out in the legislation.

It will be seen, therefore, that the Congressional declaration of national transportation policy is suffi-

ciently comprehensive, reasonable, and explicit regarding the purpose of government dealings with the carriers to meet the desires of the most exacting. There is a clear recognition of the true objective of the public interest in transportation; namely, that this nation shall have an efficient and economical system of transportation, adequate for the needs of peace and the demands of war, and that each agency of transportation shall be given a fair and equal chance to do that part of the total task which it can do best. So much for the goal of national transportation policy. No one with any knowledge of actual present conditions would contend for a minute that this goal is being achieved.

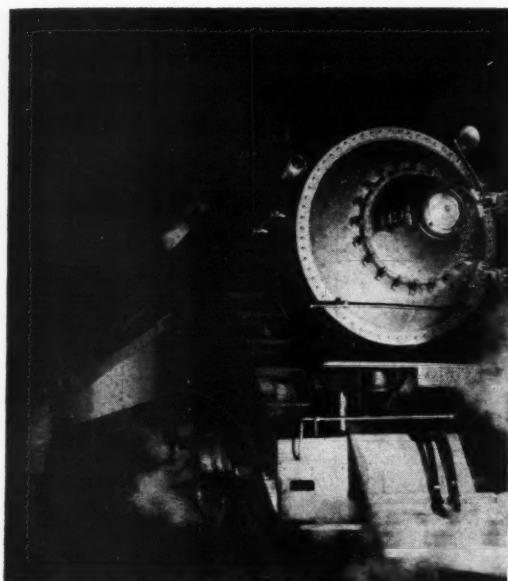
The goal is not being achieved, among other reasons, because:

1. Equality of treatment is not being accorded all forms of transportation.

2. Our regulatory policy is still based on the theory that the American people must be defended against monopoly in transportation; whereas there is no longer any transportation monopoly or even any possibility of it. All carriers were never in a more competitive situation than they are today.

3. We are attempting to operate wholly private carriers alongside partly socialized carriers. In fact, transportation was the first of our great industries to begin to be socialized.

In the early days of competitive
(Continued on page 42)



SHIPPERS A

By HENRY H. PRATT

*General Traffic Manager
Crucible Steel Co. of America*

THE above "purpose" is not a series of well-meaning phrases.

It is the very essence of Shippers Advisory Board activities and is constantly in the minds of both the heads and members of these organizations. Since the above "purpose" is directly quoted from the Atlantic States Shippers Advisory Board, let us consider this board and how it is attempting to put its purpose into concrete fact.

The shippers and receivers of freight, as buyers of transportation, are interested in efficient and economical transportation service. The main objective of the Atlantic States Shippers Advisory Board is to cooperate, consult and assist in the development of transportation. In this, we are partners with those who have the responsibility of operating our railroads. It must not be forgotten that our railroads in the United States are the only ones in the world still privately owned and operated. Their welfare is not only of paramount interest to industry, but it is also of vital interest to every individual who works for wages, has a savings bank account, or a life insurance policy.

Financial institutions carry heavy investments in railroad securities. Industry cannot survive without adequate transportation. This transportation plant, worth over 25 billions of dollars, must continue to be progressive, well equipped and

efficiently managed. We of the Atlantic States Shippers Advisory Board are helping in every way to maintain this necessity. Industrial executives, officers and employers, shippers and receivers, are doing their full part in this field by contributing their time as well as the time of numerous technical experts, and are bearing the expenses of the undertaking.

The purpose of the Atlantic States Shippers Advisory Board is to promote adequate transportation, to interchange ideas and information concerning transportation among the members of the Board, and also between members of the Board and members of the railroads; further, to develop a thorough understanding of the transportation needs of industry, as to constitute a forum for the study of production and markets, for the purpose of coordinating transportation service with established trade practices and to forecast the requirements of industry for transportation service.

All Boards, as well as the Atlantic States Board, promote adequate transportation and assemble marketing and distribution information for members and for the public, together with other useful facts that enable the railroads in the territory to adequately serve their shippers.

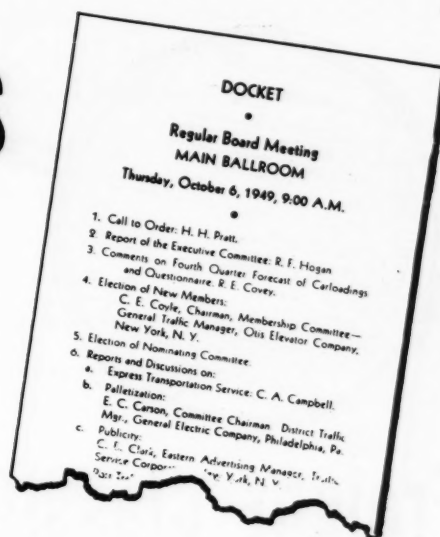
The Atlantic States Shippers Ad-

visory Board has a membership of 3,150 composed of individuals regularly employed by shippers or receivers of freight, appropriate representatives of Federal, State or Municipal agencies, freight or commercial organizations, banks and statistical institutions, as well as institutions of learning having to do directly or indirectly with transportation or who may be interested therein. It also includes owners or official representatives of publications devoted to transportation interests. All memberships in the Board are held by individuals and not by corporations. There are no dues and the work of the Board is done by voluntary contribution of the individual members—not to forget the contribution made by the individual's employers who, of course, are making a worthwhile contribution to the welfare of transportation through the employee member of the Board.

Generally speaking, the Boards pay their own way through the imposition of charges for general meetings, lunches and special meeting luncheon. These are so scheduled that there is enough in the budget to meet the operating expenses for those occasions. Where additional clerical work is required or where unusual expenses are faced, we are privileged to call upon the railroads to give us financial support. Generally speaking, however,

RS ADVISORY BOARDS

PURPOSE: To promote adequate and efficient transportation service to meet the requirements of industry by interchange of ideas and information in cooperation with the Car Service Division of the Association of American Railroads.



there is no financial burden on any individual group and through care in outlay, together with broad attendance at our meetings, a sufficient amount of money is provided to meet our going costs.

These Boards were all organized about 25 years ago. At that time, there was a serious car shortage in the country together with other problems involving extensive congestion in railroad transportation. Thousands upon thousands of cars were delayed under load because they either could not be put through to destination, or could not be unloaded after they had reached destination. It appeared to a great many shippers that all of this was unnecessary and due entirely to the lack of proper control, full information, and a reasonable amount of cooperation. With this in mind, the Shippers Advisory Boards were formed and within a very short time, these conditions were completely corrected.

During the past 25 years, numerous other emergency situations have arisen, including that which fell upon transportation during World War II. In all of these occasions, Shippers Advisory Boards have performed an unquestionable service to transportation, to industry, to the public, and to the country at large.

For example, during World War I, prior to the organization of the

Shippers Advisory Boards, the congestion of traffic directed toward the North Atlantic ports for dispatch to Europe was such that it now is something almost beyond comprehension. Actually, loaded cars were backed up as far west as Pittsburgh waiting an opportunity to be moved to ports for unloading. During World War II, more than twice the volume of freight went through the Port of New York alone than at any time during World War I, and this was handled without any congestion, and without any embargoes, or other restrictions. A much larger volume of freight traffic was handled both domestically and for waterborne dispatch during World War II than was ever handled before. The job done with less freight cars, was more efficiently and more economically accomplished, and entirely without congestion.

The Shippers Advisory Boards played no small part in this successful operation. It was through their cooperation, the experience of the individual members of the Board and the application of a vast amount of individual experience that enabled both the carriers and the shippers, as well as the Governmental agencies, to handle this tremendous volume of traffic without getting into a potentially catastrophic situation.

Because the membership has

quality, and broadly represented industry, and was indefatigable in its work during the emergency, the results speak for themselves.

The Boards attempt to obtain as wide a membership in their organizations as possible, but at the same time, to bring in as members only those who are interested in transportation.

In the operation of these Boards, and the fact that it is entirely voluntary, it is sometimes found rather difficult to identify and place members in the line of work for which they are best qualified. We have found, on some occasions, that it does not pay to ask for volunteers because in too many instances, the people seem to feel that someone else should do it. They are busy. These individuals forget that the rest of us are busy, but we are giving our time and experience to this for one purpose, and that is the *National good*. No individual can afford to look upon this problem in any other light and no individual's employer can afford not to make a small contribution toward the development of this great and important undertaking. It is, therefore, so essential that individual members and their employers understand that they must actively take part in the work of these Boards, and that they must do their share of the work in order that we

(Continued on page 44)



By E. G. SIEDLE
General Traffic Manager
Armstrong Cork Co.

Freight Classification . . . A Science

"Classification calls for knowledge and know-how . . ."

WHEN you ask a rate clerk to check or quote a freight rate you start him on a procedure involving 31 steps. High in importance among these steps are those which develop what the carriers' classification provides for the article to be shipped.

The procedure followed by the carriers in classifying freight likewise involves numerous factors. These fall into two groups; namely, those reflecting the value and commercial characteristics of the goods and those which reflect the transportation characteristics. All told, they total 28.

Both procedures call for a knowledge and know-how which justify terming traffic a profession and classification-making a science. Inasmuch as this article is to deal only with freight classification, nothing further will be said about the 31-rung freight rate quotation ladder.

The proper classification of freight is of concern to both consignor and consignee, for it has a decided bearing on the transportation cost. The classification books of the carriers indicate how the material should be described, the class rating to be used in determining the class rate applicable, the various acceptable methods of packing the shipment, along with the rating accorded to each type of packing, and what minimum weight

must be observed to enjoy the benefit of the carload or truckload rates. Commercial and trade-name designations are not necessarily those used by the carriers in their Classifications. In fact, this is definitely true of a trade-name.

Misdescription, intentional or not, is a dangerous practice. For if such misdescription results in rates lower than those properly applicable, you are subject not alone to an undercharge bill, but also to the possibility—to quote from Sec. 10, Part 1 of the Interstate Commerce Act—"for each offense, to a fine not exceeding \$5,000.00, or imprisonment in the penitentiary for a term not exceeding two years, or both, at the discretion of the court." If the misdescription results in paying a rate higher than otherwise would be necessary the penalty, of course, is confined to the waste of money.

A shipper cannot place the burden of determining the proper description for his shipment on the shoulders of the rate clerk in a local freight office. If the latter receives a bill of lading covering something that he cannot find provided in the Classification, being human he usually selects a description which he considers safe from the standpoint of both his company and himself. It is not his responsibility to investigate and develop the propriety of descriptions used on bills

of lading. Even if he were so inclined, time would not always permit his doing so. The Classification Committee would need to pass on the article, and before it could do so it would require information regarding some, if not all, of the 28 factors previously mentioned.

The Classification Committees, generally speaking, do not attempt to provide specifically for every article that is offered or may be offered for shipment. The general practice is to group commodities under a generic heading and, where this is not possible, provide for them specifically or resort to an omnibus provision spoken of as "Not otherwise indexed by name." Because the latter provision is intended to cover a miscellaneous number of articles, it invariably calls for ratings higher than those attached to specific entries. It is a provision which the prudent shipper tries to avoid having used on his freight. By the same token, it is the provision which the average rate clerk will use when in doubt. For example, if a carrier is tendered a less-carload shipment of insulating material with no indication as to the nature of the material, the chances are the shipper will be charged the rating provided for Insulating Material, NOIBN, and pay a rating of 1st Class. If the mate-

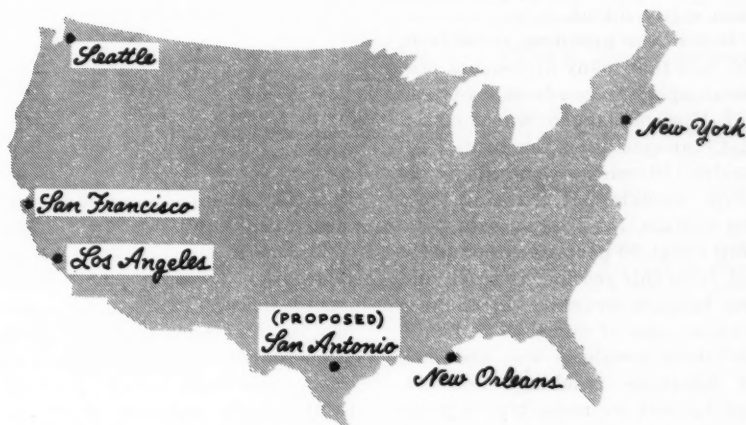
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FOREIGN-TRADE ZONE NO. 6?

San Antonio may soon have an "airport" foreign-trade zone.

By JOHN H. FREDERICK *Aircargo Consultant*

FOREIGN TRADE ZONES — EXISTING AND PROJECTED



THERE has been a lot of talk about the possibilities of international aircargo but very little was done to implement it until a public warehouseman took the lead! About a year ago officials of the Scobey Fireproof Storage Co., one of the largest public warehousing organizations in the Southwest, saw what looked like a fertile field for expansion, surveyed the matter with care and then came up with a proposal that it build a warehouse on the San Antonio Municipal airport if the Department of Commerce would designate its area as a foreign-trade zone. It was proposed that this be done without a bit of financial aid from the government—strictly a business proposition to be run as such.

* The proposal came as something of a shock to the Foreign-Trade Zones Board, and it took about 10 months to arrange a hearing. It

was finally held last July. The matter is now under consideration by the Department of Commerce officials, and the application may or may not be granted. However, the proposal is worth discussion at this time because it shows what may develop into an important field of activity for public warehousemen located at international airports, whether at a border point or not.

Foreign-trade zones were authorized by an act of Congress in 1934 and are the American counterpart of the European free ports or free zones. The latter have operated successfully for centuries. Neither the free port nor the free zone has any remote connection with what we know as "free trade"; they operate only in countries having high or complicated tariff schedules.

Free ports and foreign-trade zones have for centuries been as-

sociated solely with waterborne commerce, and for this reason it has not been difficult to establish a formula by which the feasibility of establishing such a facility at a particular port could be measured. Waterside foreign-trade zones benefit commerce when they are located at ports (a) which are crossroads of international trade; (b) where there are ample banking facilities; and (c) where there are businessmen capable of influencing the establishment of market centers and buying habits. Very often a community can develop one or both of the latter two elements, but the first-mentioned, ample shipping, must be present at the outset. When a port is fortunate enough to develop extensive international shipping services, the other factors usually follow as a normal sequence.

Air transportation has now
(Continued on page 28)

Frozen Foods Distribution

THE processing of frozen foods has meant new methods of storage and distribution. Warehousemen, railroads, truckers and merchants had long known how to handle fresh fruits and vegetables, and canned products had never offered a serious problem. Frozen foods, however, presented problems that have not been easily solved.

One of the problems arose from the fact that many processors prefer shipping frozen foods by truck. A. E. Huff, manager of warehousing and transportation for Birds Eye-Snyder Division, General Foods Corp., speaking of trucking from the Buffalo, N. Y. area, said, "We ship about 80 percent of our product from this section by truck and the balance by rail. In the beginning, one of our serious transportation problems was the lack of adequate trucking facilities, and by that we mean trucks properly insulated and refrigerated. However, in the last few years there have come into existence several reliable trucking companies adequately equipped with heavily insulated truck bodies. Some of these are refrigerated with dry ice, while the refrigera-

Technology and improved equipment are strengthening the role of the highway carriers in the field of frozen foods distribution.

By ETHELYN WELLER

tion in others is produced by mechanical equipment."

The most common type of refrigerated truck is the large, tractor-drawn, trailer type. It is heavily insulated, generally with from four to six inches of cork. Some units have several compartments, with separate doors for each section; while others contain but two sections (one part below zero, the other as high as 70 deg.). These divided trucks have various uses; as an example, one company hauls frozen foods in one half, baked goods in the other. They are used, for the most part,

only for short hauls. Those with several low-temperature compartments are employed for store-to-store deliveries, as the cold can be better conserved in this way for small shipments than when one cargo is made up of several small orders, all liable to temperature changes each time the truck's door is opened for a delivery.

Dry ice is used by many trucking companies, but there are also automatic mechanical units (the "Thermo-King" is one) operated from four-cylinder gasoline engines with battery starters. The cold air is circulated by fans. It is possible to hold a truck—at least the ends of the truck—at 30 deg. below zero with such an installation. Experiments have also been made with ammonia systems utilizing coils or plates in the sides or tops of trucks. With such a system it will be possible to assure more uniform cold-control than has been done so far by other methods.

Certain types of containers are advocated for best results in loading. Paperboard cartons, 12 x 15, or thereabouts, are easiest to handle and will remain well in place. Ten- and 30-lb. round or square tin cans are also widely used, but they should be packed with cardboard between layers to prevent shifting. Barrels also are an excellent container. They remain in place and are quickly loaded and unloaded by hand trucks or

Frozen-food packages loaded in American Airlines Airfreighter. Packages are packed with dry ice.





Photos courtesy of American Airlines and Gro-Pack, Inc.

Great Lakes craft brings frozen fish into Buffalo harbor from Newfoundland once a month.

skids. Truckers emphasize that no matter what the type of cargo, loads must be carefully planned and should be packed by experienced men.

If the refrigeration of the truck depends on dry ice, the trucker must know where it is available along his route. Inside temperatures of a truck can be affected by outside temperatures and by the construction of the truck. The dry ice is placed on the top of the load and is sometimes covered with canvas. Truckers in the Buffalo area use about 1,500 lbs. of dry ice for one packing; under average conditions this will carry a load of frozen strawberries from Buffalo to St. Louis, a 32-hour trip.

In the event of a lengthy breakdown, another tractor is usually hired, and the trailer with the precious load of perishable food is taken on its way. Break-downs usually occur on the tractor, so it is not necessary to re-load the cargo. In the distribution of all these products time is a vital factor.

Truckers watch the weather when packing. Goods are packed as near shipping time as possible, and in summer, loads scheduled to leave in the early morning are packed during the late afternoon or the early evening of the day before.

Added to the difficulties of trucking are innumerable small problems such as the load-weight requirements and licenses of different states, the local traffic and labor laws, etc. It is being urged now that these laws be made more uniform, but until the regulations are changed, interstate truckers will continue to have their problems. Many of these are more acute in the transportation of frozen foods than for other types of merchandise because of the highly perishable nature of the product.

Speaking on this subject, Mr. Huff said, "Our stocks in upstate New York are specifically designed for distribution within a given area, which does not necessitate

THE BIG FREEZE

Agriculture and science have brought untold wealth to the nation: canning factories, great warehouses, and within the last few years, processing plants and lockers for frozen foods. In 1948 the national pack totalled 740 million lbs.

The Association of New York State Canners, Inc., has statistics that show that the total national consumption of frozen foods per capita for 1948 was close to six pounds.

"Until recently, frozen peas were the largest single seller, but the advent of the frozen orange juice concentrate has had more effect on stimulating the entire frozen foods picture than any other one frozen product," said William H. Sherman, secretary of the Association.

"Figures recently released show that frozen orange juice concentrate production will reach 9,000,000 gallons during the 1948-49 season, with a promise of a possible pack of 20,000,000 gallons in 1950. The frozen spinach pack for 1949 has been almost twice as much as for 1948; the national pack in 1949 was 37,348,000 pounds, as compared to 19,460,000 pounds in 1948 and 11,779,000 pounds in 1947."

Other frozen foods have advanced at similar rates. The Institute of Food Distribution's August 27, 1949, letter states that fully 20,000 more retail outlets are offering frozen foods than a year ago, and those already established have installed newer and larger cases and some have cold storage facilities available in order to maintain full displays every day.

hauling long distances where we encounter state barriers, as far as load limits, etc., are concerned. This is a serious problem in other parts of the country, especially where long hauls cause movement across numerous state boundaries."

Each state has its own highway laws, and the weights allowed as a legal load vary greatly. Until the trucking industry reached present-day proportions these laws were not so rigidly enforced, but many states are now passing new regulations regarding the weights allowed on their roads and are making every effort to see that these laws are enforced.

Ohio is now imposing fines and jail sentences up to 30 days for overloading violations. Maryland is appointing a seven-man committee to study the matter of truck weights and to recommend such legislative measures as they find necessary. Pennsylvania and Virginia do not recognize tandem trailers (eight wheels), and thus

(Continued on page 38)

REFRIGERATED WAREHOUSING ... WHITHER BOUND?

"DAMN my refrigerated warehouseman. He wants too much for his service such as it is. I can do it better and cheaper myself. I'll build my own box and save myself money." Thus speaks a frozen food distributor, a butter, cheese, poultry or egg merchant, or any one of many of those who, for the last six decades, have been using public cold storage service.

Compared with 1930, this merchant pays twice as much for an automobile, 75-150 percent more for his labor. He pays more in taxes, more for food, in fact more for everything, but just can't bring himself to pay more for a better, superior, more efficient refrigerated warehouse service.

Why? The answer is easy. The Refrigerated Warehousing Industry has not merchandised its service. Its "Hooper rating" in the field of customer and public relations is zero-zero. It doesn't let its customers know that it is an alive, progressive, alert, modern and vital industry. This modern industry, this public trust, this reservoir of the nation's health, has shunned the klieg lights, and hidden its very light under a bushel.

Let us take a look at this "old infant." Let's see what this ice-age industry is doing. It was back in the late 19th century that the first public cold storage, within four walls, was erected. Man's dream to provide his people with better food at lower costs was about to come true. Yet some three-quarters of a century later, the people getting better, more palatable, more nutritious foods, still know little of the "miracle of cold," the modern science of Refrigerated Warehousing.

What made it possible for our great American Army and Navy, spread over the world, to be the best fed armed forces in the history of mankind? What today enables the United States of America to feed a substantial part of the underprivileged world? That's right. It is the Refrigerated Warehousing Industry, America's "old infant."

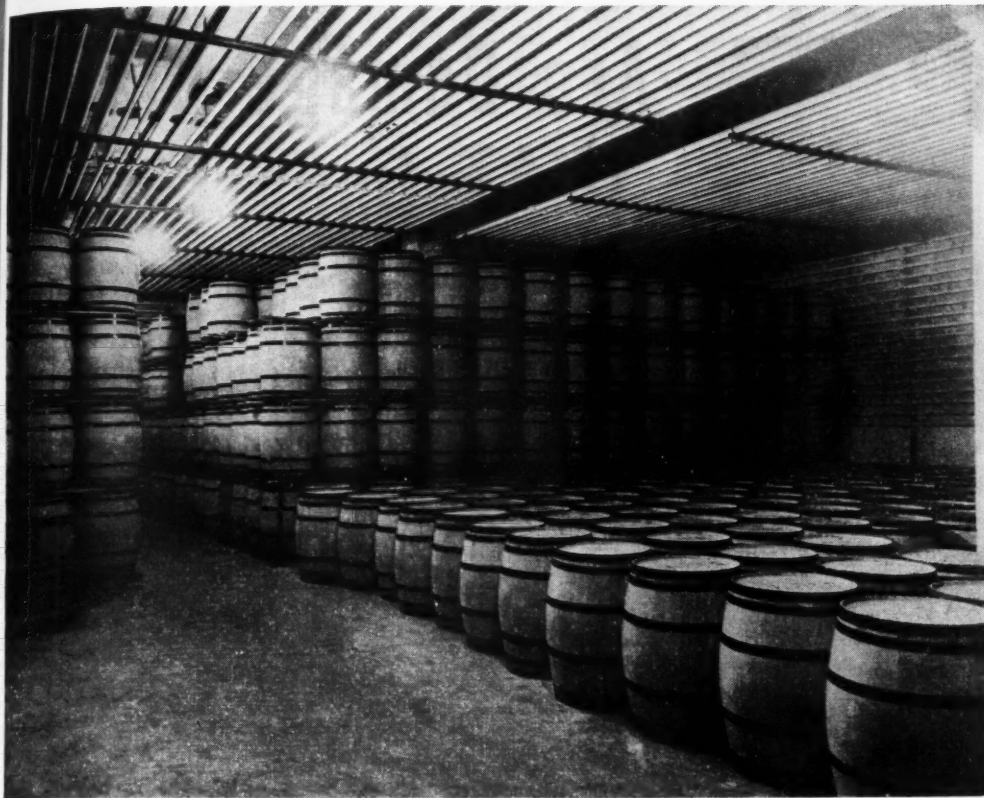
Like all business, the Refrigerated Warehousing Industry is beset with problems in this post-war era. Yet this era itself presents to this great industry both a responsibility and a challenge: a responsibility to continue being "the protectors of the nation's health"—a challenge to keep on doing it better. Failure on the part of any segment of the cold storage industry to accept this responsibility and meet this challenge is to fall far behind in the parade of progress which is producing "better things for better living" for all.

The Refrigerated Warehousing Industry has an alert, active, progressive trade association called the National Association of Refrigerated Warehouses — NARW for short. This association made a survey a short time ago among some of its key members located in the great production, distribution and consuming centers of the country, to determine how, why, and if not why not, the industry was accepting this responsibility and meeting the challenge. What did the survey reveal? These answers are not necessarily the views of the National Association of Refrigerated Warehouses, but are the viewpoints of refrigerated warehouse operators from the Atlantic to the Pacific, from the Canadian border to the Gulf of Mexico.

By **BILL DALTON**
Executive vice president, NARW

Self-analysis is "good for the soul." It is also good for an industry. These custodians of the public's vitamins have tried to view themselves critically and, as one of them stated, "the principal faults of the refrigerated warehouse operators of today are pessimism, paternalism and post-mortemism." But he suggests that perhaps a more understandable statement of the industry's faults or shortcomings would be (1) lack of public relations, (2) lack of merchandising, and (3) lack of progressive and aggressive interpretation of current research.

Others, in answering the survey's questions say their buildings are antiquated, operating costs are too high. Some don't know what their costs are. Some are burdened with timeworn methods of materials handling, resulting in poor service, and so it goes on, ad infinitum. It is a good industry that knows its faults. It's a progressive, prosperous, successful industry that does something about them.



Storing berries in barrels. Berries are frozen by air blast system.

The Refrigerated Warehousing Industry is progressive. It is doing something about its faults. Old plants and buildings are being modernized and, in some cases, replaced. Ten million cubic feet of new, modern refrigerated storage space in the last five years, most of it freezer to meet the demands of its growing ally, the Frozen Food Industry.

Progressive operators are using the latest in materials handling equipment, thereby rushing in unit loads the nation's perishables from refrigerator cars and trucks direct into their cold, cold storages, or vice versa.

And don't belittle the old plant. Many of these operators have met the challenge by modernizing both their buildings and equipment. Better materials handling, converted space from cooler to freezer, are meeting the demands of customers with more efficiency and better service. Increased yard space, larger truck docks, adequate spur trackage, more efficient and faster re-

frigeration, are already an accomplished fact in many places. But many more are just getting around to Refrigerated Warehousing, 1950 style.

These are all things that just meet the eye and may impress for good, bad or indifference. What of the things that cannot be casually observed? These industry leaders recognize a problem here and are progressively and aggressively trying to do something about it. They realize that if their plants are not in tip-top shape, if their service is not fast, efficient and of the best, their competition across the street, in the next town or state, will soon have their customers.

These "purveyors of cold" realize that they must *know* the needs of each individual customer. They must know intimately their clients' problems, and then, with that knowledge, do something about those problems. They are studying the customers' methods of distribution, fitting the service to meet the demands, or suggesting ways and

means of doing it better.

Yes, these "progressive merchants" of cold storage service have even formed a research organization, The Refrigeration Research Foundation, to determine scientifically the best way to handle and store the nation's perishable food supplies. Some warehousemen have not yet discovered the value of their Research Foundation, but they are learning fast and that is good for a growing industry.

It costs a lot of money to be a refrigerated warehouseman. That is why some in the industry are slower to meet the demands of our changing economy. Competition and customer demands, however, are forcing them to put on more speed.

Accurate cost finding is an intricate, complicated procedure at best, and particularly so in a service industry such as the Refrigerated Warehousing Industry. The industry "progressives" are finding their costs. They are measuring,

(Continued on page 30)



Are Damage Claims THAT Important?

A traffic manager can go "hog wild" over them, unless he realizes that analysis of the many factors involved, not yelling about any of them, will produce results.

By C. L. SAPERSTEIN
Packaging Consultant

A LEADING airline recently—and quite unwittingly—started a heated discussion among a shipper, a trucking firm and a receiver. The immediate cause was a change in shipping practice, stimulated by the airline's campaign to reduce tare weight.

To the shipper, who was using air freight for his highly seasonal goods, the airline's appeal seemed to make sense, for it afforded him a likely means of effecting substantial savings. The only trouble was that the receiver was not located at the airport. The truckman who carted the goods from the airport to the consignee said to the latter, "We have good equipment, a careful crew of drivers and handlers, and we believe we exercise more than ordinary care with our shipments. However, we have to load other types of cargo in the trucks. Unless these air shippers go back and put on some outer protection as before, we can't be responsible for damage."

Packing Against What?

This situation is typical, not only for aircargo, but for all kinds of freight. It means that careful adjustments between conflicting factors must be made in preparing freight for all types or combinations of transportation. And "know-how" is as important as the written word. An ambitious packaging research group once undertook to

tabulate a concise reference of factors to consider in preparing a package. The results were published, but they proved to be anything but concise. There were literally hundreds of caution signals—construction factors, design factors, cost factors, weight and handling factors, legal factors and countless others.

Here we want to be more specific. By using case histories, we will be passing on the know-how. But before going into case histories, two basic considerations must be made clear:

(1) The nature of the commodity and the method of distribution should largely determine how the commodity is packaged. The trouble here is that tradition, the habits of the packing-room foreman, and the habit of always buying from the same source often dominate more important considerations.

(2) Management itself is often at fault. Perhaps a company had a long record of low damage claims and then suddenly experienced excessive claims. Suddenly everyone in management becomes damage-conscious, and in their zeal to cut losses they forget relative importance. They have a single idea: shave \$50 or \$500 from the damage claims. This usually happens after the "old man" blows his top. Then everyone forgets logic and tries to keep in his good graces by being—or seeming to be—totally immersed

in the "great problem" of why losses went up.

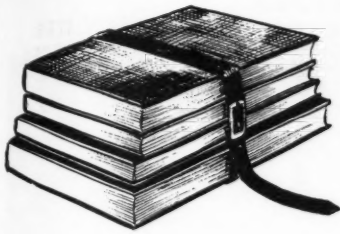
There are some shippers who are almost entirely concerned with the ultimate user. This is a reflection of the fact that such shippers are dependent on the final consumer rather than on out-turn inspections for information pertaining to safe arrival. This is as it should be. Radio and television receivers, typewriters, automotive equipment and electrical relays are typical of those products which may appear intact upon receipt but which in reality may have hidden damage or deterioration discoverable only after the product is used.

But these are in the minority. The bulk of shippers place emphasis on perfect shipping or low claim experience in the first movement, and then, with this achieved, look for the additional protection called for by the particular nature of the contents. The bulk of American commerce consists of products which go into storage and later pass into the channels of distribution, or which are displayed to compete with other merchandise in their original package. Shippers of this type of merchandise must consider more than the first transportation leg.

There are those who consider only the cost factor. This is all right in some cases. Shippers of long-bulk spaghetti and macaroni,

(Continued on page 50)

Go Back to School!



So you traffic managers think you know all about it? Give, quick, a complete definition of "territory" of embargoes, and show under what conditions it may be placed against carriers-freight-shippers. You can't? Take a lesson in "words and phrases"!

By HENRY G. ELWELL
Traffic Consultant

AFTER a tour of inspection at the School of Traffic, Jack McCormack stood before the senior class. Edward Clauss, a teacher at the institution, was presenting him to the students.

"Mr. McCormack," stated Clauss, "is a free-lance industrial traffic manager. He has accepted an invitation to talk to us on the importance of understanding words and phrases relating to traffic and transportation."

McCormack quickly gained the attention and interest of the group by tersely outlining the comprehensive meaning of several expressions. "It is evident that words and phrases used in connection with interstate commerce must be defined by the courts or the Interstate Commerce Commission if constant legal misunderstandings are to be avoided. At the same time there has to be some flexibility in the application. On the other hand, there are words of a basic nature which carry definite import. This is indicated by the provisions which have been published in Title I, Chapter I, United States Code, explaining rules of construction." McCormack then quoted the following:

"In determining the meaning of any Act of Congress, words importing the singular number may extend and be applied to several persons or things; words importing the plural number may include the singular; words importing the masculine gender may be applied to females; . . . the word 'person' may extend and be applied to partnerships and corporations . . . ; and a requirement of an 'oath' shall be deemed complied with by making affirmations in

judicial form. The word 'vessel' includes every description of water craft. . . . The word 'vehicle' includes every description of carriage . . . , as a means of transportation on land."

"So you see," continued McCormack, "the Congress has pointed the way. The true definition of words and phrases has a vital bearing in matters pertaining to the field of traffic and transportation. Traffic men ought to familiarize themselves with the meaning, use, or purpose of these words. From a talk with your class instructor this morning, I understand that you probably have various questions to submit to me. I'm now ready to answer any inquiries you may have in mind."

A brief silence followed. Finally, one of the students stood up and said: "My name is Frank Burns. I want to know the meaning of the term 'just and reasonable' in reference to rates. It pops up in so many decisions of the Commission, and I have to refer to them in my studies."

"The words 'just and reasonable,'" stated McCormack, "imply the application of good judgment and fairness, of common sense, and a sense of justice to the facts of record and are not unalterable terms.¹ The Act does not attempt to define in detail what is a just and reasonable rate, fare, or charge; these are left to the determination of the Commission.² The words 'rate,' 'fare,' and 'charges,' broadly speaking, denote the compensation of the carriers.³ A just and reasonable rate is one that is justly and fairly

related to other just and reasonable rates and one that covers the cost of rendering the service and includes some profit to the carrier in the aggregate.⁴ The extent of that profit is generally determined by the well-known rule of 'what the traffic will bear,' which is largely controlled by the nature of the commodity and the distance it must move to find a market. The words 'reasonable' and 'just' as applied to rates are each relative terms.⁵ They do not mean to imply that rates upon every railroad shall be the same or about the same."

"I get the general idea as to 'just,'" Burns pondered, "but I'd like to have a bit more detail concerning 'reasonable.'"

"There is no absolute test of a reasonable rate," McCormack responded, "and the Government has supplied none.⁶ Under regulation, a reasonable rate is one which the shipper should pay in justice to the carrier which renders the service.⁷ A reasonable rate may be said to be somewhere between the minimum charge that can be made for the service and permit the carrier to live, and the maximum charge that can be borne by the shipper.⁸ If a transportation charge is greater than a reasonable compensation for services rendered, considering all circumstances, such charge is unreasonable, no matter who may benefit by reason of the reduction thereof.⁹ The word 'reasonable' is most frequently used to describe rates or charges which are not excessive or too high for the service performed.¹⁰

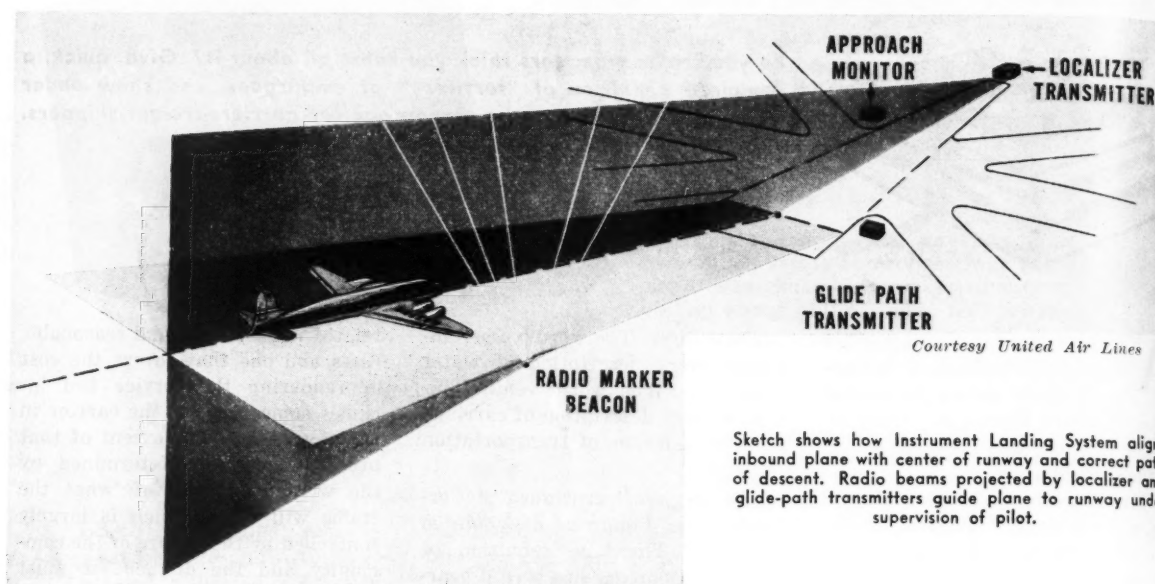
(Continued on page 54)

(Author's Note: Names of persons and school are fictitious.)

¹ 68 I. C. C. 5.
² 57 I. C. C. 760.
³ 30 I. C. C. 130.

⁴ 19 I. C. C. 73.
⁵ 3 I. C. C. 534.
⁶ 15 I. C. C. 376.
⁷ 20 I. C. C. 307.
⁸ 20 I. C. C. 307.
⁹ 34 I. C. C. 586.
¹⁰ 20 I. C. C. 30.

ALL-WEATHER



Courtesy United Air Lines

Sketch shows how Instrument Landing System aligns inbound plane with center of runway and correct path of descent. Radio beams projected by localizer and glide-path transmitters guide plane to runway under supervision of pilot.

FOR years now, the scheduled airlines have been striving for increased regularity and dependability of winter operations. Each year they have made definite progress. Now—for the winter of 1949-1950 — they are forecasting the best on-time performance record for any such season in their history.

In other years, lack of regular and dependable winter operations proved one of the airlines' biggest headaches. Weather delays and cancellations were reflected in abrupt business decreases. On top of that, many a good airline customer became mad enough to say "never again."

Airline officials do not claim that they have complete all-weather flying. Nor do they pretend they will ever achieve 100-percent on-time performance. No transportation system ever has done so in routine day-to-day operations. But the airlines do say that the big problem has been licked; that, while there still may be occasional delays and interruptions of service—just as in all forms of transportation—airline dependability has become a year-round proposition. No transportation system has ever been able to attain 100-percent on-time perform-

ance in routine operations, and no line pretends to be an exception. But this year United looks forward in all confidence, to chalking up the best record in its history for dependable wintertime service.

In support of this prediction, here are some significant figures on flight operations at New York's LaGuardia Airport. During December, 1946, and January and February, 1947, 28 days of adverse weather caused air-traffic congestion which led to delays or cancellations of 87 percent of all airline instrument-flights. Specifically, 3,877 flights were canceled, and 4,582 were delayed an average of 33 minutes each.

That was two years ago. In corresponding months 1947-48, and under similar instrument weather conditions, 79 percent of all airline instrument flights landed without delay. Not a single flight was canceled because of air-traffic congestion. Only 555 flights were delayed, in contrast to eight times that number the previous year, and the average delay was 11 minutes instead of 33. United's record for on-time performance last winter was 35 percent better than in 1947-48. This improvement was registered amid unusually severe weather, particu-

larly in January, when blizzards paralyzed surface traffic in western regions. Throughout January, United flew 95 percent of all scheduled flights and also operated special flights to pick up stranded passengers of snowbound surface carriers.

This sort of progress may be expected when the right men use the right equipment. The "right" men are pilots and ground personnel who have had years of experience. The "right" equipment refers to technological refinements — pressurized cabin planes such as the DC-6 Mainliners, and high-frequency radio communications. At major airports, ILS (Instrument Landing Systems) and surveillance radar (GCA) are the main reasons why delays and cancellations have been minimized.

ILS enables airliners to operate in and out of airports under weather conditions which would have caused delays or cancellations in other years. The system amounts to an electronic runway projected into the sky for incoming planes to glide in on as though rolling down a giant ramp. Two radio transmitters on the ground send separate beams. One beam lines up the plane with the center of the runway; the

R FLYING

The airlines and the Government are pushing rapidly toward the goal of safe flying under all weather conditions.



Dispatcher and meteorologist work up flight plan with pilots before each flight.

By J. A. HERLIHY
Vice President, Operations
United Air Lines

other lines it up with a "slope" to follow in descending. Indicator needles on the pilot's instrument panel are merely kept in crosswise alignment to assure an exact approach.

Surveillance radar is used as a double check on ILS approaches. All planes in the vicinity of an airport are observed on a radar screen, so that operators in the control tower can inform pilots of their position with regard to the landing strip and to other planes.

The importance of ILS and radar in upping on-time performance records is obvious. Less tangible, but contributing to the same goal is United's centralized control of operations and maintenance. This set-up enables the line to operate 10,700 miles of airways as a coordinated whole, rather than as a loosely organized system of separate units. Routing of United's fleet of 140 planes is centralized at Denver. From there, 10,000 miles of private telephone lines and 20,000 miles of teletype wires reach out like fibers from a nerve center. The flow of information through these channels results in highly flexible operations. Flexibility is extremely important when, say, rerouting is necessary to bypass adverse weather.

Each morning experts in all phases of airline operations meet in the "war room" of the Denver base to review flight service of the last 24 hours and to anticipate any variation from routine in the 24 hours ahead. Causes for delays are carefully examined and corrected.

Improvements are suggested, debated and put into action. Reports from meteorologists throughout the country are coordinated and analyzed, insofar as they relate to the line's routes. Out of these daily sessions emerge pre-planned systems.
(Continued on page 43)

Airline officials are briefed on operations expected over the next 24-hour period.



SHIFTING

Or, how a trucking company became a success. And, by the way, this is no Horatio Alger story, but a real one from neighboring Canada.

IT takes two things to convert a trucking company from a failure into a success: sound organization of management and employees and thoroughgoing coordination of operations, with perhaps a strong dash of new ideas which are not only sound from an engineering standpoint but which are eminently practicable.

At least this was the experience of a carrier with terminals in both the U. S. and Canada. And here was the further complication: the line covered two countries, touching points in Ontario, Michigan and New York.

When the new management came on the job in 1945, it first of all secured complete ownership; then it chose a president-general manager who was an accountant long versed in fleet operation. Financial and policy decisions were thus concentrated in one man. The other key men were set

up along familiar lines.

While operations are decentralized, in the respect that each branch terminal carries its own mechanical and maintenance staffs and that solicitors are maintained in all terminal-warehouse branches, major overhauling, traffic management and other functions are largely centralized.

Coordination

Traffic and operations are under the superintendent of operations, who not only is responsible for main office operations but also coordinates interterminal operations and is responsible for all pickup and delivery services.

Traffic is the contact point between the customer and actual transport, and takes in sales functions. The traffic department consists of solicitors, expeditors and rate experts who have the peculiar problem of having to be conver-

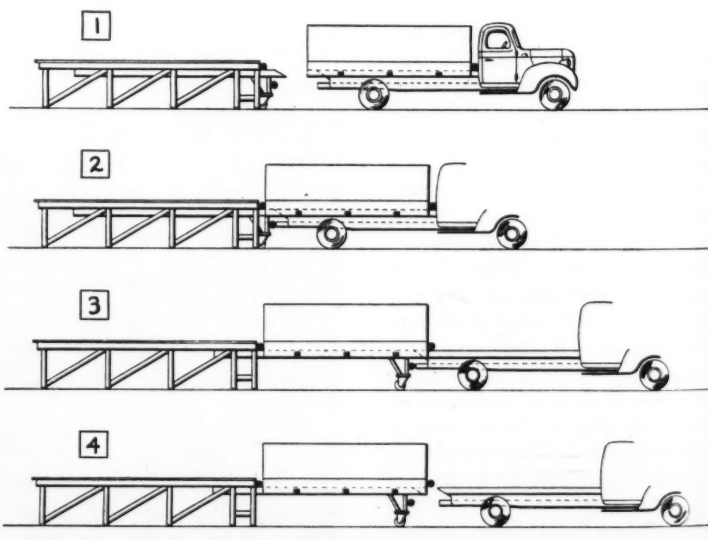
sant with U. S. and Canadian tariffs.

Periodic checkups are made on solicitations, with bi-monthly statements prepared showing tonnage and revenue applicable to each solicitor and to each shipper. Expediting and tracing of both American and Canadian shipments are also done. This is important on international movements, since connecting carriers may be involved as well as the usual tedious delays at Customs.

Evidently, operations are closely tied in with traffic. The operations department sees to it that, once the solicitor has a contact and traffic has determined the routing, the movement gets proper service. To expedite, constant contact is maintained between terminals by teletype and telephone; this is important since any number of hazards can be experienced: break-

In first picture, truck with body backs up to loading dock. Next, chassis has made contact with the sliding dolly. At this point, a coupling on the body also locks onto the front of the loading dock. Then, while the body is held against the loading dock, the truck chassis moves forward, pulling the dolly underneath the body. When the body has reached the forward limit of its travel, an unlocking device releases the chassis, which can then move forward in a continuous motion, as shown in fourth diagram.

UNLOADING DETACHABLE TRUCK BODY



ING INTO "HIGH"

By HUGH G. JARMAN

downs, delays at Customs, wrecks, etc.

Claims

This department, like the heating plant, is all outlay and no profit. Naturally, the big job is to cut claims. One cause of high claims is improper packing, and the company has been busy with interviews with shippers, advising them on proper packing. This takes time and money, but pays off in the end. Company experience has shown a considerable drop in the number and value of claims submitted and paid.

Where there are claims, it becomes necessary that some action be taken, and either the shipper or consignee is directed to make necessary changes in packing to avoid the needless loss and inconvenience for both the carrier and the shipping public. As can be appreciated, the shippers are not

always aware of transport problems, and a joint approach will often remedy the situation.

The company calls particular attention to two instances involving phonograph records, wherein a change in packing appears in the main to have eliminated the damage. In one instance the records were being shipped in albums of three records each. These albums were just loose enough to allow a slight wracking in the cartons. This broke the records. The shipper was advised to ship the albums and records separately for assembly at destination. The suggestion was adopted, and the company has had no further claims on this movement. The other suggestion to the record shippers was to make sure that the records were packed on edge rather than on the flat surface. In this particular instance, while the carton was designed to hold a specific number

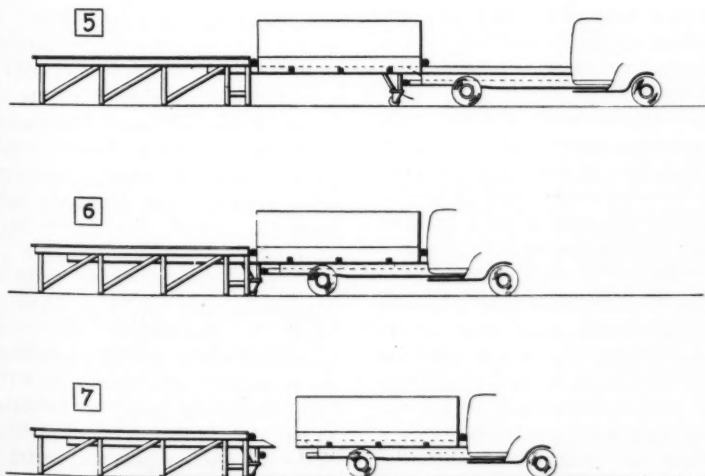
of records, the shape of the carton did not lend itself to stowing on the trucks to hold the records upright. This same change was made in the packing of glass refrigeration trays so that they too would ride on their edges rather than on the plain surface. In each case the cartons and packing were adequate to withstand normal handling in transit. Other shippers have been persuaded to use fiber drums rather than paper bags and also have to pack rolls of waxed wrapping paper in cartons rather than individual rolls only.

Maintenance

The head of the maintenance department is an engineer with long experience in maintenance work. This department does building and rebuilding as well as maintenance. The company has in-

(Continued on page 32)

LOADING DETACHABLE TRUCK BODY



Here, truck returns to pick up the body from the loading dock. Operation is reverse of the unloading operation shown on opposite page.

FOREIGN TRADE ZONE NO. 6?

(Continued from page 17)

come along to challenge the conventional carriers, both in the international and domestic fields. With the remarkable development of aircargo, it is becoming apparent that there are entirely new possibilities for foreign-trade zones, possibilities that were not remotely contemplated when the act establishing the zones was passed in 1934, but for which Congress unwittingly provided by stating that "inland zones, not adjacent to water," might be established. Just recently, in a report entitled "Simplified International Air Transportation," the Facilitating Sub-committee of the Air Coordinating Committee stated that "among other things, the existence of many conflicting documents for cargo is making the air freight business difficult and unnecessarily cumbersome." The report then pointed out that substantial progress in international aircargo is not likely until specific improvements are made in paper-work and in the customs-handling of air shipments. The report also emphasized the "necessity for providing customs clearance and warehousing on the spot at all major international air terminals."

There are now five foreign trade zones operating in this country—at New York, New Orleans and San Francisco. These zones are enclosed areas at some point along the waterfront and consist of customs facilities and warehouse space where imported goods can be stored, processed, packed, graded, assorted, repacked, and generally manipulated without payment of U. S. duties until removed for domestic sale or consumption. If re-exported from the zone, they are not subject to any U. S. duties whatever.

None of the present zones are adapted for the handling of aircargo, but there is no reason why a foreign-trade zone located at an airport rather than along a waterfront, would not be a success by adding materially to import trade by air. The foreign-trade zone set-up is simple and easy to use;

it is not the complicated operation some believe it to be. Moreover, the foreign-trade zones in the United States do not replace other shipping and receiving facilities used by traders. Rather, they provide additional services, the use of which in many cases develops trade which otherwise would not be able to move.

Briefly, the proposal of the Scobey Fireproof Storage Co. for the San Antonio zone contemplates using about three acres on the Municipal Airport. Here the warehousing organization proposes to build the necessary facilities to establish, maintain and operate a foreign-trade zone which will be served by rail, motor and air. It is planned that the initial zone area will comprise some 125,000 sq. ft., of which 37,500 will be covered by a one-story building 100 x 350 ft. There would be a balcony section-alized for storing, grading, packing, repacking, etc., and rooms for refrigeration and for fumigation. An adjacent space of approximately $4\frac{1}{2}$ acres is available for future expansion.

The proposal for San Antonio is unique in that it is the first serious application to come before the Foreign-Trade Zone Board of the Department of Commerce for developing such a facility by private capital and operating it strictly as a business venture. In New York and San Francisco the zones are operated as public utilities by the municipality or port commission, and at New Orleans the zone is operated by the state of Louisiana. Also, if the Scobey application is granted, San Antonio will have the first foreign-trade zone to be located at an inland port lacking water transportation and the first to be located at an airport.

The San Antonio zone will also be different in that most of its 2-way traffic, for some time at least, will come from a single nation—Mexico. The three zones now in operation obtain traffic from a variety of sources. Eventually, however, San Antonio, owing to its strategic location, can expect

traffic from most of the Latin American countries and from many countries outside of Latin America.

A distinct advantage which would accrue to the San Antonio zone—from the point of view of promotion—is that only one public warehouseman would operate therein. This means that the Scobey organization could spend money promoting both its distributive and financial services. Exporters in Mexico, for example, would be encouraged to consign merchandise and staple commodities to themselves in San Antonio for financing through local banks and the use of warehouse receipts.

From the point of view of aircargo development, the San Antonio proposal is of considerable significance. For one thing, since a zone at an airport would make it possible to load and unload aircraft within a restricted area, air transport would not incur what are known as "in-bond charges." It incurs these charges at the three zones now in operation. In addition, imports or re-exports by air must be moved between the airport and the zone at high bonded cartage rates or under a customs cartage ticket. This more than equals the cost and paper work of placing goods in bond. Such a saving alone might cause shippers to use aircargo in handling traffic through inland zones.

Secondly, it is well known that a large part of the material processed in the present foreign-trade zones is for re-export. When a zone is located at an airport it would only be natural for many of the outbound shipments to go by air. This is particularly true of many of the shipments leaving the zone which have been sorted, packed, bottled, canned or otherwise broken down from the bulk state in which they may have arrived.

Thirdly, foreign-trade zones at airports would facilitate aircargo traffic in perishables. Air transportation offers the speed required by tropical fruits, flowers and the like, but there must be facilities in the United States—and particularly at airline ports of entry—where such products can be stored

(Continued on page 53)



It's a bloomin' miracle—from California!

ANOTHER AMERICAN AIRFREIGHT SHORT STORY

This year many a flower that first blooms in the sunny soil of California goes courting next day in far off Eastern markets, thanks to Airfreight. For California flower growers soon found that their budding venture into Airfreight distribution blossomed forth into a rich bouquet of profits. In eight short years Airfreight has helped expand California flower shipments to the East from \$2,000,000 to \$20,000,000 annually.

Here is another striking example of how Airfreight serves American business by making possible certain advantages that any business man can understand.

California flower growers are not only enjoying *distribution* that would be difficult to attain by other means of delivery, but also faster *turnover* and elimination of *spoilage*.

As a supplier or a customer have you ever stopped to consider how you, too, might profit from using this modern means of distribution, as *versatile* as it is *valuable*. Remember as the distance increases, so do the benefits of Airfreight to both the shipper and the consignee. For free literature, write today to American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N. Y.



AMERICAN AIRLINES *Airfreight*

REFRIGERATED WAREHOUSING

(Continued from page 21)

recording, charting, then studying every minute phase of every operation in their plants. Then they analyze and scrutinize them to get the right answer. These men *know* that good business practice *demands* that every warehouse operator and every service rendered must produce a reasonable profit, because loss in one operation or service necessitates an overcharge somewhere else.

Now some of these refrigerated warehouse operators have done all these things and more too, but they are still losing money. Why? The old bugaboo of the industry, low occupancy. A cold storage absolutely must be 50 to 75 percent full (depending upon the location, age and efficiency of the plant) to break even. The September 1st official "Cold Storage Report" of the United States Department of Agriculture shows an average occupancy in the refrigerated warehouses of the nation of 50 percent in the coolers and 65 percent in the freezers—not exactly full houses.

These modern "Arctiteers" are doing something about this problem too. They are selling their customers and prospects on the advantages of improved, scientific refrigerated service for their products. They recognize that the lush boom days are over and that something *extra* is needed for a "full house."

Most warehousemen have learned through bitter experience that "rate cutting" is a vicious circle that begets only harm and ill will to *all the industry*. Some are still learning the "hard way." The better, more progressive and alert warehouseman believes in *selling* his service on its merits, not on a "cut-price" basis. He knows that the only answer is getting out and *finding* the business by offering a better service and really helping his customers with their problems.

New products requiring refrigeration are coming on the market all the time. The alert warehouseman is constantly on the lookout for this. Many have found "acres of diamonds" in their own backyards, overlooked or passed by be-

cause they were too close to home. One such operator found a drug and chemical plant nearby that needed a Refrigerated Warehouse service. Believe us, they got it. Another sold the "pool car" idea to a group of hotels and restaurants, thereby saving them time and money and making a good customer for himself. Others are daily acquainting themselves with their customers' problems, showing them how they may finance their inventories through the proper and intelligent use of warehouse receipts. They are contacting their local banks and selling them on the values of warehouse receipt financing.

"No gold in them thar hills?" Oh yes there is. The successful refrigerated warehouse operator today is providing his customers and prospects with the latest research information provided through their Refrigeration Research Foundation. They are getting new customers too. They are advertising, selling, merchandising, promoting, and they are doing business. They are "making friends and influencing people." A satisfied customer is kept that way through providing efficient, scientific and superior storage and handling service at a reasonable charge. These operators know that a satisfied customer will not go out shopping for bargains, and the competitors will have a tough time persuading him to change warehouses. A satisfied customer is the best advertisement in the world. "Ask the man who owns one."

This survey by the refrigerated warehousemen's national association had the boys get out their crystal balls, don their Swami turbans and gaze into the future. Here is what they found: Increasing occupancy for those who go after it—a big turkey crop—a large hog run—frozen foods increasing yearly—new products like the concentrated juices—all add up to a promising future for these "vendors of preservation through cold." In all probability, Uncle Sam will need refrigerated warehouse service too, in order to take care of the price support purchases.

Looking forward, these warehousemen see an American public becoming increasingly conscious of the value of refrigeration as the *best* means of preserving the perishable food supply. Old prejudices against cold storage products are rapidly being dissipated through education and the experiences millions of Americans are having daily with the flavorful, nutritious, tempting frozen fruits, vegetables, fish, meats and poultry which are being consumed in ever increasing quantities. As this consumption increases, as greater numbers of new frozen products come on the market and gain consumer acceptance, there will be a proportionately greater demand for freezer storage space for these products. At the same time, more and more foods are going into the coolers of the nation's warehouses, because they keep better there.

The shift to more and more freezer space to meet changes in storage needs has already begun. It will probably be accelerated in the future. The Refrigerated Warehousing Industry will be ready for that increase with accurately controlled, scientifically refrigerated facilities, modern and efficient mass handling, plus a newer and better concept of service.

Yes, Mr. Frozen Food Distributor, Mr. Butter, Egg, Poultry and Cheese Merchant, Mr. User of Refrigerated Warehouse Space—the "Age of Refrigeration" is here. It is not a futuristic spot on the horizon with which to conjecture. The demands you will make on your refrigerated warehouseman will continue to be increasingly more and varied than before. The warehouseman and the merchant, and the thousands of others in the faster moving tide of perishable foods expansion and refrigeration developments, should pay heed to some pertinent and fundamental factors.

So, "Mr. Perishable Foods Merchant," don't "damn your best friend." There is a Public Refrigerated Warehouse "in your future." Big things have happened, bigger things are happening. The biggest is yet to come. The warehouseman's success is your success—your success is his. "Choose your warehouseman as you would your banker."



NEW BIG POWER

in Studebaker's medium-duty trucks!

THESE sensational new "Power Plus" Studebaker trucks now offer you challenging opportunities for savings on your medium-duty hauling.

Yes, Studebaker's new 16A and 17A series trucks, with their exceptionally fine Studebaker "Power Plus" engine, are rolling up remarkable performance records and economy records for many a firm in many diversified lines of business.

With plenty of pounds feet of torque, these husky, handsome, new Studebakers are fast becoming recognized as America's stand-out 1½ ton and 2 ton trucks in pulling power and staying power.

What's more, every structural detail of these rugged medium-duty Studebakers has the stand-up stam-

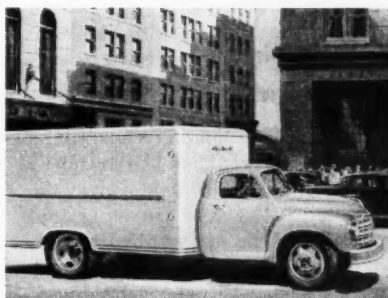
ina of Studebaker's wear-resisting master craftsmanship.

Full box-section cross members fortify the sturdy frames—and there's an exclusive Studebaker K-member up front for extra strength.

The frames have a "plus" of length for maximum load space. The rear axles, the rear and front springs, take the toughest kind of punishment in stride.

The new Studebaker truck cab is extra roomy and extra cozy—a new marvel of comfort and convenience. Steps are enclosed inside the doors. New Adjusto-Air seat cushion is standard equipment.

Stop in and see these "Power Plus" Studebakers—compare them against the field and you're sure to rate them tops in value.



Studebaker 1½ and 2 ton trucks come in four wheelbases for 9 ft., 12 ft., 14 or 15 ft. and 17 or 18 ft. bodies. Be sure to see Studebaker's new ½-ton, ¾-ton and 1-ton trucks, too—available with pick-up or stake bodies or as chassis for special bodies.

West Coast Trade Zones

Secretary Sawyer opens foreign trade zones at Los Angeles and Seattle.

SECRETARY of Commerce Charles Sawyer, who also serves as chairman of the Foreign Trade Zones Board, worked overtime in his latter capacity recently by making two jaunts to the West Coast to formally dedicate this nation's fourth and fifth foreign trade zones at Los Angeles and Seattle on Sept. 14 and 22, respectively.

Three hundred and fifty foreign traders and business executives from the Los Angeles area, including representatives of motor-truck lines, airlines, railroads and steamship companies, were told by Secretary Sawyer at the opening of the Los Angeles zone, formally called Foreign Zone No. 4, that "... it was clear that the people of this community wanted a zone and were willing to take full responsibility for its success.

Crescent Wharf and Warehouse Co. will operate the zone.



Aerial view of Los Angeles Harbor.

SHIFTING INTO "HIGH"

(Continued from page 27)

roduced innovations in its trailer bodies and has constructed semi-bodies of novel type.

All major repairs are done in the maintenance department, except for such farmed-out work as cylinder boring, spring repairs and replacements. A complete front and assembly is kept on hand at all times for each model, and spare motors are in stock together with other necessary parts for each make utilized. New frames or cab assemblies are no problem. The company has found that its maintenance-repair set-up has resulted in economies over the rejected policy of farming out work. Teletype communication aids in repair or replacement work where parts are needed by one or another terminal.

Maintenance has been furthered by a switch from standard oil to heavy duty detergent, plus use of barium grease for wheel bearings in place of standard greases.

Preventive maintenance includes regular inspection and partial overhaul at stipulated intervals. Such inspectorial work is classified A through E. For example, on the completion of six A inspections, a B is due, etc. The A inspection, to give an example, consists of lubrication work.

The repair shop is set up to save and further utilize numerous parts which, in some companies, goes into scrap.

Service and Safety

The company employs inspectors on the road to check speed governors (set for a maximum of 45 m.p.h.), tire inflation, and the possibility of violations. Two repair men usually accompany the inspector, to take care of possible minor repair work.

The other ingredient of successful truck operations, apart from good management and coordinated

operations, is the thinking up and application of novel and fruitful ideas. The company, confronted with the usual burdensome l.e.l. handling costs, has devised its own demountable truck body. This is, in essence, not new; railroads have experimented for years with demountable truck bodies, whereby such freight could be loaded in rotation for delivery, minimizing delay. Most such devices required crane operation, or use of power winches and other equipment which were costly to install or were so specialized as not to be adaptable to other types of operation.

This company developed a demountable truck body which transfers the load by use of truck power only. It has been in use for one year.

The demountable truck body is designed to load the freight at the point of origin in rotation for delivery at destination and eliminate additional handling. It also eliminates the power unit standing in front of the platform during loading and unloading operations.

EATON

2-Speed Truck

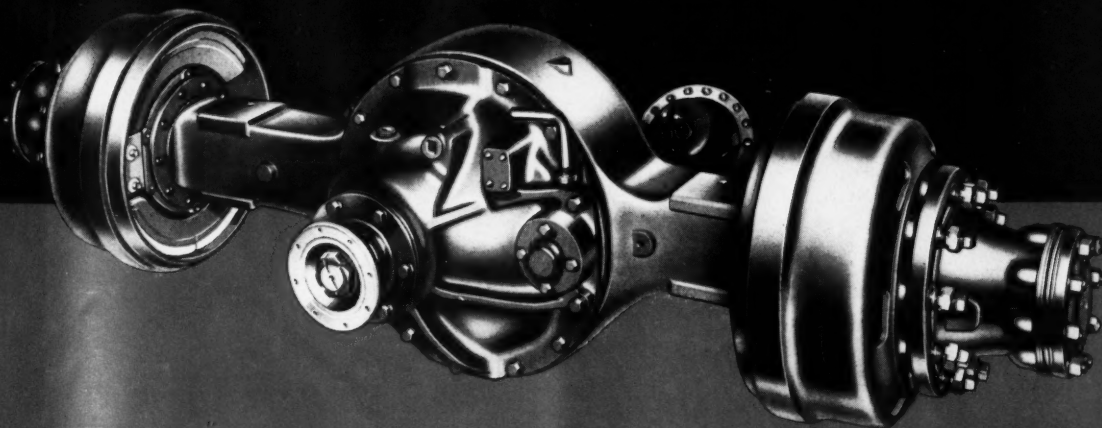
AXLES

Reduce Maintenance Costs—


Make Trucks Last Longer

*More Than a Million
Eaton 2-Speed Axles
in Trucks Today*

The exclusive features of Eaton 2-Speed Truck Axles assure extra service with freedom from repairs. Only Eaton Axles provide planetary gearing, which minimizes stress and wear because gear speeds are slower and gear loads are distributed over a number of teeth. Only Eaton Axles provide forced-flow oiling, which reduces friction because lubrication begins the instant the axle turns over. Only Eaton Axles provide a housing designed for abnormal service. Only Eaton Axles provide driving gears engineered for maximum durability. Ask your truck dealer to show you how Eaton Axles make available exactly the right gear ratio for every condition of road and load.

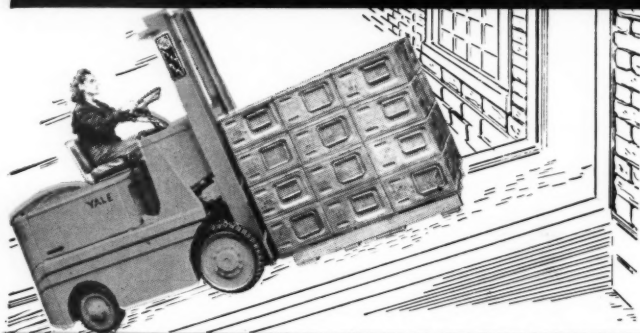


Axle Division
EATON MANUFACTURING COMPANY
CLEVELAND, OHIO

 **PRODUCTS:** SODIUM COOLED, POPPET, AND FREE VALVES • TAPPETS • HYDRAULIC VALVE LIFTERS • VALVE SEAT INSERTS • ROTOR PUMPS • MOTOR TRUCK AXLES • PERMANENT MOLD GRAY IRON CASTINGS • HEATER-DEFROSTER UNITS • SNAP RINGS • SPRINGTITES • SPRING WASHERS • COLD DRAWN STEEL • STAMPINGS • LEAF AND COIL SPRINGS • DYNAMATIC DRIVES, BRAKES, DYNAMOMETERS

This is it!

THE YALE *Lift King* GASOLINE TRUCK



SMOOTH FLUID DRIVE.

Spin away in high or crawl along . . . without touching clutch pedal or gear shift. Smooth going on ramps!

CAPACITIES:

3,000 Lbs. to
8,000 Lbs.

The Yale Lift King Gasoline Truck sets a new high standard in telescopic fork truck performance, convenience, safety and quality. Its many outstanding advantages include:

DUPLEX HYDRAULIC HOISTING UNIT—fast, smooth controlled lifting and lowering. Low pressure operation assures lower stresses on hydraulic lines and packing. No flexing lines to get fouled up.

DRIVES LIKE YOUR CAR. All foot and hand controls conveniently located at left. Steering is easy, shockless. Driver has clear view. Comfortable inflated seat, upholstered backrest. Seat elevates instantly when driver leaves it—shuts off power.

HYPOID DRIVE POWER AXLE like an auto for attention-free service. Fully enclosed to keep out dirt. Single oil bath lubrication. Full floating axles take road shock, vibration, torque without a whimper.

Get complete details about the king of fork trucks—the Yale Lift King. Learn how it can put new zip into your handling operations and cut costs at the same time. Phone or write today.

THE YALE & TOWNE MANUFACTURING COMPANY

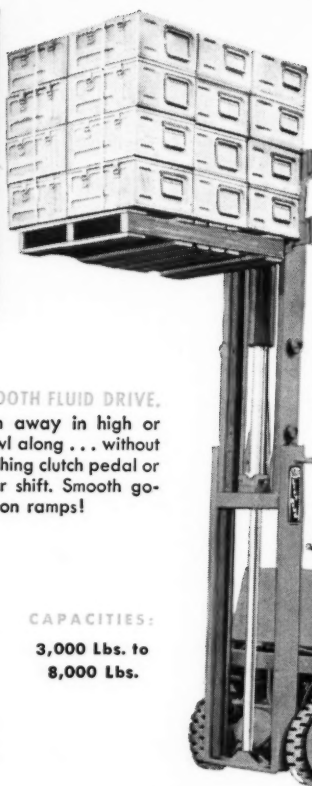
DEPARTMENT K-23

ROOSEVELT BOULEVARD

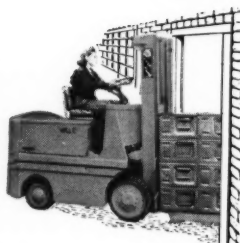
PHILADELPHIA 15, PA.



Lift King



130-INCH LIFT on 83"-high model. Stacks 5,000 lb., 48"-high loads nearly 15 feet . . . fast! 68"-high truck has 100" telescopic lift.

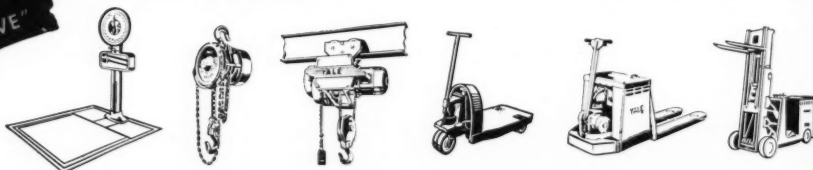


CLEAR 7-FOOT DOORWAYS in plants and freight cars—collapsed truck height is 83". 68"-high model operates in and out of street trucks, trailers.



66-INCH FREE LIFT permits stacking freight car loads to the roof. 68"-high model has 51" free fork lift.

GASOLINE TRUCK



INDUSTRIAL DIAL SCALES • HOISTS—HAND AND ELECTRIC • TRUCKS—HAND LIFT AND POWER

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Materials Handling Developments

Members of the Material Handling Institute met at the Hotel Cleveland, Cleveland, Ohio, on October 14. This meeting, called to order by MHI president J. H. W. Conklin, Clark Equipment Co., had high up on the agenda the disposition of the question of whether a materials handling show would or would not be held in 1950.

L. J. Kline, The Mercury Mfg. Co., chairman of the Show Committee, reported that the situation had been reappraised and that no show would be held in 1950. It was further stated that the Show Committee would contact the show managers for future arrangements.

Consideration was then given to the report of the Educational Committee, John G. Bucuss, Acme Steel Co., chairman. Mr. Bucuss reported progress and stated that he expected, by the time the annual meeting was held in December, to have cost data available so as to permit decisions to be made. The committee is planning to distribute the Case History compilation to about 140,000 plants throughout the country.

J. W. Wunsch, Silent Hoist & Crane Co., reported on plans for further cooperation with the American Material Handling Society, and pointed out that there are now approximately 50 local societies which are meeting monthly, with average attendance of about 100. It was further indicated that local societies in Boston, Chicago, Detroit, Houston, Indianapolis and Syracuse were now members of the AMHS.

A comparison of the materials handling monthly trend line in deliveries and that of the Federal Reserve Board was made. It was found that both curves move parallel, suggesting that the derivation of the MHI curve is well-founded. The latest month reported was August, and this month registered an upturn.

Some discussion then ensued on sales management. Led by Mr. Conklin, several speakers discussed the problem from different angles. Gordon J. Berry, The Electric Products Co., and L. C. Backart, The Rapids-Standard Co., Inc., discussed canned vs. spontaneous

salesmanship, and whether one or both should be used. C. E. Smith, Towmotor Corp., then brought up mail promotion. He and other speakers agreed that anything of a permanent nature would easily tend to be out of date almost before the ink was dry, particularly in such a fast-moving industry. All agreed that some salesmen didn't know their industry's products or didn't know the right time to talk about them. There was felt to be a need for re-evaluation of sales methods.

E. W. Allen, Thomas A. Edison, Inc., discussed movies and pointed out, based on his own long experience, that no picture should be more than 20-25 minutes long for effective sales promotion and that no scene be over eight seconds long. Mr. Conklin then said that Clark Equipment Co. was putting the customer's problem ahead of selling its own equipment and that they recommend hand equipment, conveyors, overhead carriers or anything else to customers or prospects if their own would not do the job.

L. W. Shea, Union Metal Mfg. Co., reported that the industry should bring to management the value of materials handling equipment and that, since the industry was not ready to hire public relations council, that each product section should prepare articles to generate general interest (strictly non-competitive in character) to be cleared through the MHI secretary for distribution to the press. Mr. Shea also mentioned excellent public relations work and progress in materials handling made by the army and navy during and after the war.

In the course of the discussion on industry publicity, a suggestion was made by one of the publisher-members that the Institute call on its publisher section for advice and cooperation in developing publicity and public relations.

The next question on the agenda concerned the annual meeting. It was decided to hold it on Dec. 6 at the Hotel Commodore, New York.

Four members were appointed to the nominating committee: Gordon Berry, The Electric Products Co.; Edward C. Hamm, Service Caster

& Truck Corp.; W. G. Reycroft, The Bassick Co.; and John G. Bucuss, Acme Steel Co. In this connection, Mr. Conklin suggested that, to assure a broad future program for all segments of the industry, the committee ought not nominate industrial truck manufacturers' representatives.

A Budget Committee was appointed, consisting of Messrs. Wunsch, Berry, C. E. Smith and R. K. Hanson.

The summer, 1950, meeting of the MHI is booked for the Greenbrier Hotel, White Sulphur Springs, June 15-17. The materials handling associations which met with the MHI last summer were invited to join; however, while the EITA will attend, the Caster and Floor Truck Mfrs. Assn. will be meeting near Toronto, June 18-20; and the Assn. of Lift Truck and Portable Elevator Mfrs. will not hold a summer meeting in 1950, according to Mr. Reycroft and George Raymond, Lyon-Raymond Corp., respectively.

Coming Events

- Nov. 14-17—1949 National Beverage Exposition will be held under the auspices of the American Bottlers of Carbonated Beverages at Convention Hall, Detroit.
- Nov. 17-18—National Industrial Traffic League, Palmer House, Chicago.
- Nov. 18-19—Annual convention, Oklahoma Highway Users Conference.
- Dec. 6—Annual meeting, Material Handling Institute, Hotel Commodore, New York City.
- Jan. 16-19, 1950—First Plant Maintenance Show and Exposition, Cleveland Auditorium, Cleveland.
- Jan. 22-27, 1950—National Furniture Warehousemen's Association, annual convention, Hotel Del Coronado, Coronado, Calif.
- Jan. 24-28, 1950—18th Annual Convention, Mayflower Warehousemen's Assn., Hotel Biltmore, Palm Beach, Fla. Registration Jan. 23.
- Jan. 27-31, 1950—Annual convention, Local Cartage National Conference, Cincinnati.
- Jan. 30-Feb. 3, 1950—American Warehousemen's Association, Edgewater Beach Hotel, Chicago.
- Jan. 31-Feb. 4, 1950—All-Industry Frozen Food Convention, Chicago, correlating with the 1950 Atlantic City convention.
- Apr. 26-27, 1950—3rd Highway Transportation Congress, sponsored by the National Highway Users Conference, Hotel Mayflower, Washington, D. C.
- June 15-17, 1950—Material Handling Institute, Greenbrier Hotel, White Sulphur Springs. Also attending is Electric Industrial Truck Assn.

NYSWA Convention

SPEAKING before the largest gathering ever attending an NYSWA Convention, J. Barclay Potts, president of the New York State Warehousemen's Association, keyed the 28th annual meet at Saranac Lake, N. Y., by reminding his audience of the responsibility of the warehousemen both to the general public and to the industry. Mr. Potts, who was reelected president, presented a program to transform those responsibilities into effective action. He called for responsibility to "our customers"; responsibility to "our employers"; responsibility to our industry (and) responsibility to the community in which we live—local, state and national." He then called for more friendly relations between customer and operator and stated that the operator should show continued concern in his employees.

Martin Santini, chairman of the legislative committee, and George Winkler, Jr., chairman of the membership committee, then made their

reports. Mr. Santini discussed the heavy burden of taxes and pointed out that his committee is actively engaged in watching the interests of the organization and its members.

Nat Weiner, Service Recorder Co., and John Glenn spoke at the second session.

Other speakers included Frank B. Kurtz, New York Motor Truck Assn. and P. E. Tobin, White Motor Co., who spoke at a Motor Truck Forum, and Edward B. Lockwood, who discussed merchandise and household goods warehouse advertising. F. H. Floyd, Local Cartage National Conference, brought up the matter of split deliveries, which has been the subject of recent discussion in the industry.

The Convention sessions, which began on Sunday with an Allied Van Lines meeting and a directors' meeting of the NYSWA, continued on Monday in open session, concluding on Thursday with another directors' meeting.

Elections were held on Wednesday, and the following officers were chosen:

President: J. Barclay Potts, Manhattan Storage & Warehouse Co., New York;

General vice president: A. C. Rice, A. C. Rice Storage Corp., Elmira;

Household Goods vice president: Roswell Milligan, Lee Bros. Storage Co., New York;

Merchandise vice president: Francis Gallagher, Marcy-Buck & Schuyler, Watertown;

Secretary-treasurer: Edward J. Costich, B. G. Costich & Sons Inc., Rochester.

Directors for three years were: John Glenn, O. J. Glenn & Son, Buffalo; Dave Kirschenbaum, Neptune Storage, Inc., New Rochelle; and George Winkler, John Winkler & Sons, Far Rockaway, L. I.

Director for two years is Martin Santini, Santini Bros., New York. Henry Brengel, B. & B. General Storage Warehouse, Inc., Richmond Hill, L. I., was chosen director for one year.

Detroit Exposition

REFLECTING the growing interest of the automotive industry in materials handling and packaging, the fourth annual meeting of the Society of Industrial Packaging and Materials Handling Engineers in Detroit Oct. 3-7 has broken all previous records for attendance and number of exhibitors.

As an educational feature in conjunction with the exposition, morning and afternoon technical sessions were held Oct. 3, 4, 5, in the main auditorium of the Rackham Educational Memorial Bldg. The technical sessions, co-sponsored by Detroit's Wayne University, were attended by more than 300 industrial executives.

Among the prominent authorities participating in the educational program were: R. Frank Weber, general supervisor, Materials Handling and Manufacturing Research, International Harvester Co.; O. E. Johnson, director of industrial engineering, Kaiser-Frazer Corp.; W. L. Naumann, production

manager, Caterpillar Tractor Co.; Henry I. Combes, traffic manager, Kelvinator Div., Nash-Kelvinator Corp.; John E. MacArthur, superintendent, Carton Div., A. C. Spark Plug Div. of General Motors Corp.; and Frederic F. Holt, packaging engineer, GM Truck and Coach Div.

Harry G. Diefendorf, special instructor, Wayne University, outlined the procedure to be followed by the Institute after appropriate opening remarks by Dr. Spencer A. Larsen, chairman of the Department of Business Administration and Dr. David D. Henry, president of Wayne University. C. J. Carney, Jr., managing director, SIPMHE, also participated in the sessions of the Institute.

This year's packaging competition was under the chairmanship of A. L. Green, Association of American Railroads, who presented awards to prize winners in each of five competing groups.

The latest dock leveling devices exhibited at the convention at-

tracted many visitors. Apparently this reflects the expanding use of truck carriers in the face of increased railroad freight rates. Representatives from automotive plants showed special interest in the latest palletizing methods which have now been widely adopted throughout the industry. Both metal and dispensable types of pallets were the subject of much discussion both at the convention and during the sessions of the Institute.

Producers of special containers, particularly packages offering resistance to corrosion, got deserved attention. The auto industry, in addition to its domestic distribution problems, is keenly interested in packaging methods that offer the maximum protection against corrosion and damage of parts shipped knockdown to overseas assembly plants.

A small electric hand saw, a handy tool for any shipping room, elicited considerable favorable comment, as did an ingenious machine for making marking tapes, in color if desired, at the rate of 1800 ft. per minute.

AUTOMATIC HEATING AND INDUSTRIAL PROCESS SUPERVISORY SERVICE



ADT Automatic Fire and Burglary Protection often is supplemented by Central Station Automatic supervision of heating systems and industrial processes to accomplish complete, dependable automatic plant protection. These services give immediate notification at the ADT Central Station of the existence of abnormal conditions and make it possible to effect prompt corrective action.

Heating system supervision, for coal, gas or oil burning systems, includes automatic detection and reporting of such conditions as low water levels; high or low steam pressures; high or low temperatures of air or water and flame failures.

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ADT representatives will be glad to show you how these services can be combined with other ADT Automatic Protection Services to provide better protection at less expense through modification of less effective but more costly protection measures.

In addition to the prompt and effective handling of alarms, ADT Services include the following fundamental features, without which there is little assurance that any protective system will function properly when an emergency arises:

- CONTINUOUS SUPERVISION • REGULAR INSPECTIONS AND TESTS
- COMPLETE MAINTENANCE •

#4 in a series presenting the principal ADT Services for the protection of life and property.
Controlled Companies of **AMERICAN DISTRICT TELEGRAPH CO.** 155 Sixth Avenue, New York
CENTRAL STATION OFFICES IN ALL PRINCIPAL CITIES OF THE UNITED STATES



Automatic Fire Detection and Alarm Service



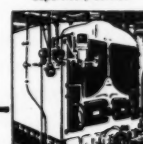
Sprinkler Supervisory and Waterflow Alarm Service



Burglar Alarm Service



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Automatic Smoke Detection and Alarm Service



Holdup Alarm Service



Watchman's Reporting Service



Manual Fire Alarm Service

ADT

FROZEN FOOD DISTRIBUTION

(Continued from page 19)

extra weight is held against such trucks. The maximum gross weight in these last two states is 45,000 lbs., and overloading brings a fine and even occasional confiscation of a truck. The maximum load for a big super-carrier in New York State is 67,500 lbs.

The problem of differences in weight is met in various ways. Some truckers hire other trucks to haul their excess weight across a state; others carry the weight that meets the requirements of the minimum load allowed on the route. Neither of these methods is profitable, however. Truckers experience loss, delays and embarrassment at many state lines. There must be special licenses and permits, and almost every state has different regulations regarding lights, and various local labor and traffic rules. It is hoped that the Interstate Commerce Commission will soon set up a national weight law which will allow uniform weights for all states.

In New York State some large trucking companies hire contract carriers, the companies holding all licenses. Drivers are then given a manifest and an ICC plate which allows them to transport merchandise across different states. The trucking companies charge various rates for this privilege.

Insurance enters into this picture. It costs the average trucker about \$700 a year per truck for insurance against liability and property damage. The insurance charged on cargoes can be from \$30 to \$1,000, according to the value of the merchandise carried. Shipments seldom travel at the shipper's risk, but remain the trucker's risk until delivered. In case of an accident he stands the loss unless thoroughly covered by insurance. In the latter event he may lose only his freight costs.

Some insurance companies watch the trucks very closely. They have "spotters" along the route who check the carriers for route, speed, lights, fire extin-

guishers, horns, flares, tires, etc. They note careless drivers. This can affect insurance settlements.

Operating costs of these carriers are largely on the tractors, which consume the gas, oil, etc., necessary for each trip. Some companies (and this is a frequent practice) own only trailers and hire the tractors. It is estimated that a trip from Buffalo to New York, a distance of a little less than 500 miles, costs approximately \$100.

In all cases the initial and greatest expense is in the purchase of the truck. A 3½-ton tractor and trailer complete costs around \$9,000. One trucker estimated the cost of upkeep on a tandem trailer for a year at \$1,000 for 75,000 miles of travel. This did not include costs of the tractor.

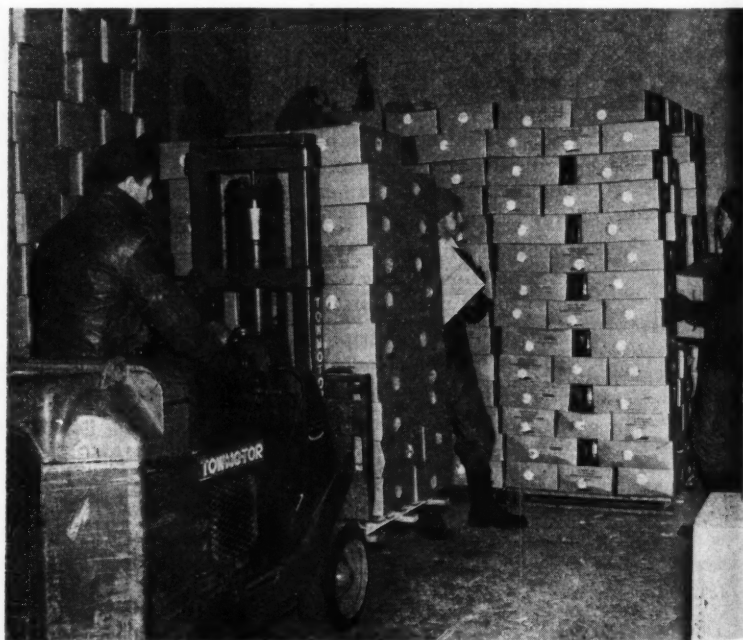
Mr. Huff explains the shift from rail to truck in this way: "One of the chief objections to shipping frozen food by rail is the fact that the water ice and 30 percent salt formula employed in furnishing refrigeration does not produce as low a temperature as dry ice or

mechanical means. This means that the refrigeration aspect has been one of the principal factors in our resorting to truck movement.

"Another cause for the railroads losing a heavy percentage of the business to trucks is the gradual increase in freight rates granted the railroads, which has resulted in the rails pricing themselves out of the market. As we see it, about the only way the railroads can recover this lost tonnage is to improve their methods of refrigeration and quote commodity rates for frozen foods that will approach the rates now quoted by common carrier trucking organizations."

In spite of this there are many thousands of pounds of frozen foods shipped by rail every year. As in truck shipments, certain conditions must be met. The problem of crossing state lines is eliminated, as shipments are loaded according to weight specifications and may travel through to any destination without inspection enroute.

Placing frozen foods in cartons in a below-zero refrigerated room.



Goods are insured, and a bill of lading is given the shipper; the railroad is then responsible until the shipment is delivered to the consignee. Shippers are urged to specify standard refrigeration (coarse ice and 30 percent salt) on all shipments. Cars are re-iced at icing stations enroute if necessary, and frozen foods are given preferred movement whenever possible.

In loading, the cartons or 30-lb. tins are braced in such a way that shifting is impossible. Cars are pre-cooled from 18 to 36 hours before loading operations and are packed as quickly as possible to conserve cold temperatures. Railroads also allow the use of what is known as a "church container," a deep-freeze type of box which holds from 50 to 60 lbs. of frozen merchandise and can be shipped by express on reasonably short runs.

The newest and fastest method of transporting frozen foods is by plane. Freight has been flown only since 1944, but in a few years it has become a stabilized, essential part of the over-all freight structure of America. It has developed schedule dependability and includes frozen-food packages as regular shipments.

Studies have been made on handling frozen-food air shipments, and it has been found that the most important factor to be considered is the packaging. Packages must be small enough to conform to requirements of airfreight flights as well as to the many combination flights which carry both cargoes and passengers. Paperboard containers are advised, as they are adequate and inexpensive, and eliminate excess weight and the costs of heavier packaging. Temperature control is insured by the shipper by the use of dry ice in the package. All packages must be clearly marked "Perishable," or bear some similar label.

Handling costs correspond closely to freight rates, controlled only to the extent that general handling costs may be minimized. Delivery schedules have been worked out between air carriers and shippers whereby delivery service at points

of destination coincides with airfreight arrivals or take-offs. Special ground facilities have not been found necessary for this type of cargo, for most frozen food shippers use their own trucks to deliver and remove shipments from airports.

An interesting point in the matter of shipping frozen foods by air concerns the tariff regulations for such merchandise. Special tariffs have been arranged on various commodities by Air Cargo, Inc. While most fresh fruits and vegetables may be shipped under special tariffs between certain states, frozen foods must be shipped under general tariff rules, but there are special rates for merchandise shipped from the Southwest and far west to speed traffic of such merchandise from slow areas. The major volume of airfreight moves from north to south or east to west, and reduced rates are offered for other directions in an attempt to generate more business. These rates, of course, must be approved by the CAB.

Only one type of frozen food comes into the upper New York State area by boat. Once a month a small shipment of frozen fish comes into the Buffalo harbor from New Foundland. The cargo is unloaded at the Merchants Refrigerating Co. warehouse and stored in one of the warehouse's large refrigeration rooms. The boat then returns with a cargo of frozen meat products which it has

taken from another refrigerated room in the warehouse.

There is still another link in this vast chain of frozen-food distribution—the warehouse. Without good warehouse facilities the whole program would be impossible. The Niagara frontier is dotted with warehouses, some holding only frozen-food products, others with space for dry merchandise as well. Initial progress in frozen-food warehousing was slow, but what seemed like almost insurmountable obstacles have been overcome. Technical experts in equipment were consulted; the Army and Navy offered worthwhile advice; and executives of warehouses and storage plants came forth with much valuable information, especially regarding multi-story warehousing.

As a result, new machines have been developed, low temperature oils and greases tested, and different types of handling equipment tried out and accepted—or rejected—until today the refrigerated warehouse operates as smoothly as any other. Palletization has meant speed in handling perishable products, less actual handling, and better storage conditions for such merchandise.

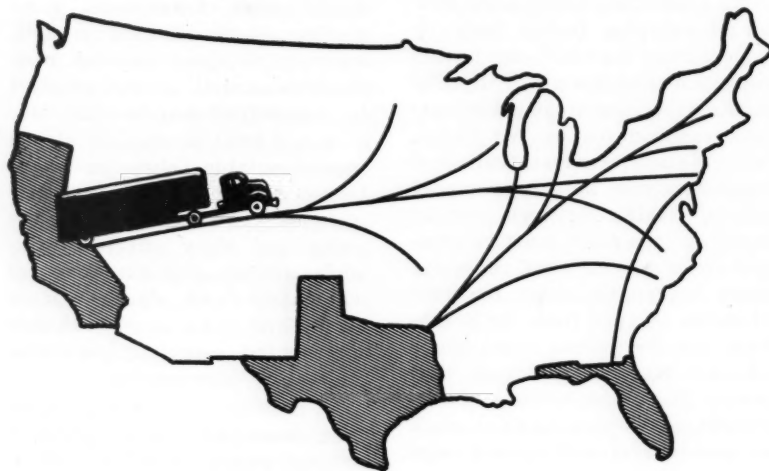
It is hoped that some day it may be practical to ship palletized unit loads; right now this method is used only on short hauls, usually between warehouses under the same ownership. One objection to the palletized unit load method arises from the fact that empty pallets must be returned. This means added freight charges. It has been suggested that pallet pools or the development of a one-way, expendable pallet may help solve this difficulty. The latter have been tried for other types of merchandise, but those so far in use are not adapted to the high humidity found in refrigerated rooms. An even greater obstacle is the difficulty of loading pallet units in railroad freight cars. The floors of most cars are not strong enough to support a heavy fork truck and doors are too narrow and ceilings too low for easy maneuvering of loads in the car. It will take time and money to remedy the situation.

New Communications System

New commercial microwave relay equipment, making possible a system of high-frequency point-to-point radio communications for trucking companies, pipeline operators, electric power utilities, etc., has been announced by the Communications Section of the RCA Engineering Products Dept. The new system, an outgrowth of RCA's pioneering in radio and television relay systems and similar in principle to microwave apparatus developed for the government and Western Union, is said to meet a commercial need for a low-cost, easily maintained communications system. In the microwave relay system, ordinary poles and wires are replaced by a chain of elevated radio relay stations spaced approximately 35 miles apart. Each station receives transmissions from the preceding station and automatically passes them on to the next one.

Trucking the Vitamins

is bigger business than ever, with
rail rates going up all the time.



By L. H. WOHLWEND
California Fruit Growers Exchange

WITH an annual railway freight bill of \$60 million without counting Federal excise taxes—the California citrus industry is fighting hard to find other means of getting its harvest to the consuming market. Consequently, more and more California shippers are cocking an interested eye at the possibility of using trucks for longer hauls.

Trucks have two main advantages over rail: they are less expensive and they are faster. The freight rate to Chicago is 10c. to 20c. per box less than rail, and the trucks normally get the fruit there two days quicker. The saving in time is of great importance, particularly on lemons, because the difference of a few hours in arrival at market may make a difference of several dollars per box in price. It is a question of hitting the market at exactly the right time.

For the first time in the history of the California Fruit Growers Exchange, shippers affiliated with the 53-year-old organization are shipping truckloads of fruit di-

rect to Chicago. Shipments have been made to nearby points for many years, but the territory east of the Mississippi has not been tapped by California truck shipments in the past.

The new super-trucks carrying citrus are completely refrigerated and offer good protection to the fruit. Refrigeration is accomplished either with ice in bunkers similar to those on a "reefer" or with mechanical refrigeration equipment. The big trucks can carry from 400 to 600 boxes of citrus fruit; rail cars handle 406 boxes of lemons and 462 boxes of oranges. The fruit can be loaded just as securely in trucks for the long haul.

Trucks have certain handicaps which must be overcome, or for which allowances must be made, if a major portion of the country is to be opened up to California citrus shipments by highway carriers. For one thing, the privilege of diversion from one market to another cannot be well handled in truck shipments; fruit

(Continued on page 59)

HOUSTON, Sept. 14.—Speaking before the 1949 convention of the Texas Citrus and Vegetable Growers and Shippers, Henry English, ATA vice president, called for vigilance in watching the unfounded attacks being made on the trucking industry. "Special interests are hard at work seeking reimposition of restrictions of various types in the obvious hope" that the trucking industry will be stifled.

"More than five million persons are given direct employment by the trucking industry. Any reduction in that working force would mean a comparable reduction in purchasing power."

Turning to the reasons for the growth of highway transportation, Mr. English pointed out that trucking filled the gaps in the railroad network. "You and I can remember when the neighborhood stores carried only such staples as potatoes, turnips, onions and cabbages. The counters were bare of oranges and grapefruit, lettuce, celery, tomatoes, green beans and a good many other fresh vegetables. Why? Simply because these men couldn't afford a whole carload. They couldn't sell that much in the first place, and they couldn't store that much. . . . Truck transportation opened these far-flung markets for your produce. The market had been there all along. Now you had found a way to reach it and sell at prices the buyers could afford."

"We stand now at the doorway to a new development which holds almost unlimited possibilities. I refer to the frozen-food business. There are many experts in the trucking industry today on the problems of handling refrigerated shipments, where there were many novices only a few years ago. Although there was some opposition at first, most of us have accepted six-inch insulation in our vehicles, in spite of the loss in space for carrying a payload. We have found that with a mechanical refrigerating unit and insulation of this thickness, we can maintain a temperature of zero or less down to minus 10 deg. F. long enough to ship by truck to any part of the country."

"The flexibility of the truck is an important asset in this type of transportation because a frozen food or other perishable shipment can be delivered direct to the consignee's door, with no delays en route during which the shipment might have a chance to spoil."

Mr. English's statements come at a time when the government, largely under the aegis of the administrative branch, working through the Department of Congress and by-passing such bodies as the ICC and CAB, is pushing toward a rational transportation program. It remains to be seen how such a program will serve to remedy the inequities of trucking laws on the state level.

TRANSPORTATION DILEMMA

(Continued from page 13)

transportation it may have been possible to bring about equality among the several agencies by regulation of rates and services; but this is no longer so, even though this type of regulation continues. Such seeming equality can be made of little or no effect by the government's dealing with transportation matters other than rates and services.

Railroad rates have, for example, been increased, and will doubtless have to be increased further, but continuing rate advances cannot solve the railroads' financial problems. This is so because every rate increase simply transfers a certain additional amount of railroad traffic to other agencies of transportation and under our outmoded scheme of regulation, directed at a now non-existent transportation monopoly, there is no opportunity for competitive equality between the different types of carriers.

Two ways have been advanced for improving this situation:

1. By revision of our regulatory policy so as to permit common carriers greater freedom in fitting rates to competitive situations.

2. By providing needed plant improvements for all common carriers from public funds. This would mean that the railroads would have some plant supplied them just as have the highway, waterway and air carriers.

Believers in private enterprise would prefer to have this problem solved by adopting the first of these alternatives; but while the argument that it is unfair for the railroads to be subjected to even partially subsidized competition is logical, it is futile to stress the point under present conditions. There is no reason to suppose that public spending for improvements that tend to draw traffic away from the railroads will be stopped or substantially reduced. It is also just as futile to expect that any system of user charges, fair to all concerned, will be worked out and collected for the government-owned plant now in use. The railroads might as well make up their minds that they will

have to live with the other carriers from now on under much the same conditions as exist today.

In our regulation of rates and services it appears as if we have lost sight of the precept that in government interference with business enterprise, the aim should be to establish the conditions which would be obtained under free competition. The excuse of governmental invasion of some parts of the economy is that, in these particular sectors, the ordinary rules of competitive free enterprise do not operate fully. This was the situation when a railroad franchise created an effective and complete monopoly against which transportation users had no defense. It followed logically that the function of government interference was to stimulate the conditions of free competition as much as possible, at least as far as rates and services were concerned. This is not necessary today when other methods of transportation, common, contract and private, are providing convenient and efficient services.

The idea, therefore, has been advanced that our regulatory policy should be revised so as to permit common carriers much greater freedom than they possess under the present law to make rates which will encourage shippers of all kinds to continuously use their services. Such flexibility would particularly benefit small shippers who are not

X Marks the Spot!

An entirely new service to aid shippers and receivers in securing claim collection for damaged goods is announced by Rapid Transfer & Storage Co., Portland, Oregon. The new service offers a photographic record of every boxcar interior. This is sent free of charge to all shippers and receivers. As the boxcar door is opened a photo is taken showing the exact condition of the car as loaded. As unloading progresses any merchandise which has been damaged in shipment is also photographed. This photo shows exactly what damage has been done, the extent of damage, and quite often the cause of damage. This added service of Rapid Transfer & Storage Co. is greeted enthusiastically by shippers and receivers alike as a great aid toward easier and faster collection of claims.

always in a position to provide their own transportation or to attract interesting contractual arrangements, by checking and perhaps reversing the present trend of traffic away from common carriers to private or, which is virtually the same thing, to contract carriers. When common carriers lose such traffic there is just that much less to spread their costs over. As a result, probably no interests in and around the transportation business are suffering more from the confusion in governmental policy toward transportation than those shippers who regularly move most of their products by common carrier, whether by choice or necessity. It has also become apparent that serious consideration should be given to the desirability of permitting common carriers to adjust their rates to conform with their costs when they find this need is obvious.

Where is our transportation policy leading us? So far it has led us into a state of confusion with varying degrees of self-support and regulation as imposed on various transportation agencies. It has led us into a state of too much regulation and to the brink of complete socialization. In fact, socialization of the industry has already gone so far that our Government owns more of the plant used to produce transportation than is owned by private capital. It follows that the confusion can be reduced only if the variations in self-support and regulation are reduced or removed altogether. It appears, therefore, to be the duty of those who frame our national transportation policy, implement it and watch over it, to provide a framework for the transportation industry, all aspects of it, now and in the immediate future, which will:

1. Encourage economy of capital rather than its dissipation;
2. Induce traffic to flow in the channels of the greatest economy rather than those of the least;
3. Preserve common carrier service under private ownership and operation; and
4. Not deprive the nation of any reliable reserve of transportation capacity in the event of military emergency.

ALL-WEATHER

(Continued from page 25)

temwide operations. Flight dispatch managers at Denver assign equipment, and follow each flight through a sequence of reports from regional flight dispatchers at Seattle, San Francisco, Los Angeles, Chicago and New York. Managers designate specific equipment for each schedule, add extra sections as necessary, and plan routings so that aircraft will be at the proper stations for periodic overhauls.

In order to maintain top performance, planes must be kept in top mechanical condition. That's where United's San Francisco maintenance base comes in.

With balloon devices, pressurized cabins, and the long-range of DC-6's, United pilots can plan flights at altitudes and on courses that offer smooth weather and brisk tail winds. Chances are the winds they ride won't flow directly to their destination, since winds don't follow road maps. They may sweep several hundred miles right or left of the shortest route. But on long flights, steady tailwinds compensate for added mileage. Multiple route flying has been used for California-Hawaii trips ever since United began service to the Islands more than two years ago. The trip-completion factor to date is 100 percent. On-time arrivals and departures in recent months have averaged about 90 percent.

Realistic scheduling is a further detail in attaining new standards of service. Under this system planes are not required to fly their fastest to stay on time. DC-6's, for example, can stay on schedule while operating at only 55 percent of rated power. There also is ample leeway for turn-about time at route ends.

One of the finest comments on airline dependability and regularity is made unconsciously by airport workers who, without looking at a clock, will say "There's 612 coming in—time for lunch" or "It's almost five, there's 622." If the farmer, the housewife and the office worker make remarks of that kind when planes go overhead this winter, the airlines will be more than satisfied.


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SHIPPERS ADVISORY BOARDS

(Continued from page 15)

may be reasonably successful. It is not a job that can be left for "George to do."

In line with this thought, it necessarily follows that, because of the difficulty in securing qualified and interested men to undertake the Board work, in too many cases an individual carries on with a certain activity for a great many years. No attempt may have been made to relieve him of that burden. In some cases, the individual perhaps would object to being relieved; but this does not make for a good, solid, effective organization. The work should be spread and it should be rotated. This would eliminate discrimination and unjust burdening of some one individual's time and some one employer's cost.

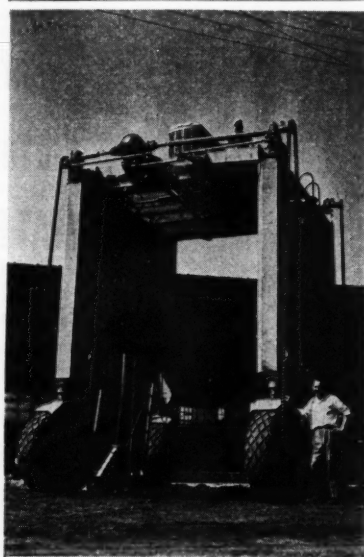
It is something of a problem to the officers and directors of a Shippers Advisory Board to keep a definite and accurate list of members. In too many cases, men are transferred or are relieved of their duties for one reason or another, including death, and no one seems to think it is his responsibility to advise the Chairman of the Membership Committee or any other officer of the Board. The result often is that we sometimes find our mailing list to contain many names of those who are no longer interested.

In order to keep this mailing list of The Atlantic States Advisory Board up to date, we periodically make a person-to-person check of the entire membership to keep each one properly identified and to bring the activities of the Board to the attention of any newcomers. Even though this is a voluntary organization, it must be alive, active, and well directed.

It has developed within the past year or two that the problem of loss or damage to freight in transit is the No. 1 headache. There are many unsolved problems in connection with it. To a large extent, packages are not properly prepared or marked, and the lading may not be properly stowed or braced in the car. As a result, many industries have developed a separate depart-

ment under the leadership of a Packaging or Materials Handling engineer for the purpose of overcoming, as far as possible, these particular difficulties. In some industries, this problem is within the complete jurisdiction of the traffic department because proper preparation of materials for transportation will make for immediate and long-term savings in costs and in more satisfied customers.

Up until now, no particular effort has been made to invite packaging or materials handling engineers, or others interested in the problem, into Shippers Advisory Boards. In view of the great interest in loss and damage prevention, and the qualified talents of packaging engineers, these men would take an interest in Shippers Advisory Board affairs. As far as the At-



Described as the largest carrier ever built, this 20-ton-capacity Ross Series 99 was recently shipped by The Ross Carrier Co., Benton Harbor, Mich., to the Southern Wood Preserving Co. at Chattanooga, Tenn. Capable of handling loads 16 ft. high and nine feet four inches wide, the 99 is completely mobile and self-propelled and rolls on heavy-duty 16.00 x 24 pneumatic tires. It incorporates four-wheel drive and four-wheel hydraulic booster steering. At Southern Wood Preserving Co. the giant loads and unloads a fleet of tram cars, handles all railway ties—approximately 120 green hardwood cross-ties per load—into the storage yard and from the yard to the adzing and boring mill after seasoning.

lantic States Shippers Advisory Board is concerned, we should welcome them, and I am sure that this would also be the attitude displayed by the other 12 Boards.

With a freight loss and damage claim bill each year of approximately \$140,000,000 it is certainly a major unsolved problem. Too many shippers and too many other people do not realize that all freight claims are paid from railroad revenues, and that railroad revenues accrue entirely from the imposition of railroad freight rates and freight bills. In other words, the shipper pays the bill. Therefore, to a large extent at least, shippers are paying their own freight claims.

The injustice of this becomes more apparent when you realize that the industry which has a small amount of freight claims is helping to pay those claims filed by some other industry which is not giving particular attention to the improvements of packaging, loading and bracing methods. At the same time, I wish to point out that this responsibility rests, to a large extent, upon the railroads and they are, in the first place, responsible for a great many of these claims. They cannot overlook their responsibility, and we shippers do not intend to permit them to do so. This is not a one way street. Every interested individual and concern must do its part. These loss and damage claims are an economic waste and must be obliterated.

In the Atlantic States Shippers Advisory Board, the problem of loss and damage prevention is assigned to a specially selected committee consisting of a number of individual members and headed by a competent and experienced Chairman. This committee works the year round on this problem, holding meetings with the railroads and with shippers, consulting with those who have problems and cooperating in every manner possible to bring about a reduction in this economic waste.

In addition to the committee on loss and damage matters, the Atlantic States Shippers Advisory Board also has ten (10) other special task committees in continual operation. One of these committees devotes its attention entire-

ly to the handling and movement of less than carload shipments. Another committee devotes its attention exclusively to the handling of carload freight. This includes time in transit, delays enroute, mishandlings, and failure to properly and promptly spot cars where required. It includes follow-through with reference to delays by shippers or receivers in the loading or unloading of cars. In times of car shortage, it is very necessary that as much service be secured out of each piece of equipment as possible, and any unnecessary delays at the loading point or in transit or at destination contribute to the perpetual car shortage.

We also have a committee devoting its attention to express transportation, as well as a committee working on the development and use of pallets and skids in transportation. This does not mean that the committee is unaware of the vast differences in requirements, in specific industries and even specific companies for materials handling equipment. With that in mind, the committee is carefully investigating handling in order to supply the

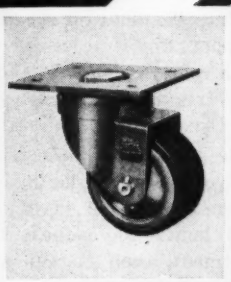
answers to each case, rather than to establish broad generalizations. The railroads, incidentally, are rapidly introducing handling equipment, and it is that combination of modern shipper and railroad handling that provides the greatest potentialities for cost savings and increased efficiency.

In addition to the activities of some of our special committees, we have 56 special commodity committees in the Atlantic States Shippers Advisory Board which devote their attention to representing the interest of their particular industrial activities in the matter of transportation, and cooperate with other task committees of the Board in the development and welfare of matters of mutual interest. These matters include efficient, economic transportation, prevention of loss and damage, and the forecasting of the amount of transportation equipment that will be required by industry in the months to come.

The matter of forecasting—the amount and type of Railroad equipment to be used by industry in the area of the Board—is very important, not only to the railroads but

to industries generally. This forecast is prepared quarterly and is based on a survey made through all members of the Board for the purpose of determining the numbers and types of cars that will be required for loading in the coming quarter. We have found that our forecasts in the Atlantic State Shippers Advisory Board are reasonably accurate and dependable. For example, during the year 1948, our forecasts were 1.4 per cent less than the actual number of cars loaded in the area of the Board. This forecasting is a nationwide activity and is a major objective by all 13 of the Boards. The records indicate that during the past 22 years, from 1927 to 1928, all 13 Boards forecast within 3.1 per cent of the actual number of cars loaded.

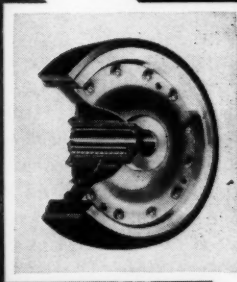
In preparing these forecasts it is necessary, of course, to assure each individual source of information of complete secrecy and confidence. It is, therefore, so arranged in the Atlantic States Board that no individual except select employees see any of these reports. When they are released, they are consolidated in such a manner that no particular



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shippers can be identified. This is quite necessary because, in a great many cases, no particular company desires to have someone else get any ideas as to his expected future activity and, in some cases, we find that an entire industry may want to keep from giving a competitive industry too much information on expected activities. For this reason, we are particularly careful to maintain a completely confidential method of handling this information so that it will do no harm, but will do everyone good.

There are occasions, and in some territories, where the feeling prevails that these Shippers Advisory Boards are dominated by the railroads. This is completely untrue. This is the kind of thing said by people who have no knowledge of the situation. The railroads make no effort whatever to control or direct the thinking or the activities of these Shipper Advisory Boards. The entire field of operation is one of give and take, and both shippers and carriers come into the meetings

and approach the problems in a spirit of cooperation and with a determination to find out what the facts may be, and apply corrective measures.

If criticism is warranted, it is applied. In many cases, it has been our experience that more criticism is offered by the shippers to the railroads than that offered in the reverse. There are occasions when shippers criticize each other and with justification, particularly on matters of loss and damage or inefficient handling of cars and in the matter of failure to remove dunnage or debris. Debris can be the cause of a sharp argument between two industries, in which the carrier can only be a spectator.

Receivers should remove debris from cars after unloading, making the equipment immediately available for use. Time is lost when cars go to the cleaning track before being put back into service.

Better maintenance of equipment in service with particular respect to certain types of equipment, and

sharp upgrading of equipment are also highly desirable and necessary, so far as the railroads are concerned.

This does not mean that the railroads should cease purchasing new equipment. But under the economic circumstances which they are now facing, many railroads are paying increased attention to existing equipment, and bringing them up to proper condition. Unquestionably, the time will shortly appear when heavier buying of new rolling stock will again occur. After all, it is vital that the railroad plant be kept efficient and ready to meet a national emergency, should one arise.

It must now be evident that the Shippers Advisory Boards constantly are aware of present pressing problems and are also unrelentingly looking toward the future, to anticipate foreseeable difficulties. Only in this way, with indefatigable effort, can both industry and transportation continue to maintain the economic sinews of this nation.

FREIGHT CLASSIFICATION

(Continued from page 16)

rial were, let us say, any one of the numerous fibreboards which are being used so extensively for insulating purposes, and the fibre wall-board description had been used on the bill of lading, the less carload rating charged would have been 3d Class. Neither can you stretch your imagination too far. A recent case before the Interstate Commerce Commission along these lines, which has attracted considerable attention had to do with a brushless or latherless type of shaving cream. The issue was whether they were embraced in the descriptive terms covering toilet preparations or whether they could move at the lower rating applicable on brush or lather-type cream and soaps. The Commission held that the brushless-type shaving cream was not entitled to the same rate as that accorded the brush or lather-type shaving soap.

Freight classification ratings likewise reflect the manner in which a shipment is packed. The prudent shipper studies the packing pro-

visions and frequently seeks a new entry. It may well be that changing the type of package or the nature of the container may cost a few cents more but result in a lower freight rate which will more than offset that additional cost.

Attention likewise needs to be given to the minimum weights provided for carload and truckload shipments. If it is not possible to actually load those weights in a car or truck, the result is weight inflation and the payment of freight charges on such inflated weight.

The Consolidated Classification Committee functions for all of the railroads; the National Motor Freight Classification Committee functions for the majority of the common motor carriers. These groups are composed of men eminently fair and thoroughly familiar with freight classification. It is to them that the shipper should address questions as to the correctness or propriety of present descriptions and ratings; also the possible

need for new provisions and ratings. While the findings of these Classification Committees are subject to review by the ICC on complaint, it is the rare exception when shippers find it necessary to ask for such review. That in and of itself is a tribute to the high caliber of the Classification Committees.

Be sure of the descriptions used on your bills of lading. If your business does not justify having a real honest-to-goodness traffic department, then engage an experienced traffic man on a part-time or consulting basis. If he finds something wrong, or the need to have something added, he will be the man to properly progress the matter with the Classification Committee. Remember, a dollar made through a saving in transportation cost looms just as big in the all-over profit picture as a dollar made out of sales. And remember too, that regardless of whether you sell F.O.B. shipping point or destination, the transportation cost is of first concern to you. The customer compares competitive prices on the basis of the cost delivered to his door.

What does F.O.B. mean? WRONG! It means buckets and buckets of words, phrases and clauses, according to legal masterminds working up a definition

The American Law Institute and the National Conference of Commissioners on Uniform State Laws have worked up a definition of f.o.b., subject to final approval, that makes the Constitution of the U. S. look like short, snappy stuff. By actual count, there are 174 words to the definition of f.o.b., not counting several hundred more on "free alongside" which refers to f.o.b. and is essentially part of the former definition. In addition, the overall definition makes copious references to various sections and subsections not specifically included in the definition. After this, the income tax report is simple.

Here are some excerpts:

1. Unless otherwise agreed the term F.O.B. (which means "free on board") at a named place, even though used only in connection with the stated price, is a delivery term under which



a. when the term is F.O.B. the place of shipment, the seller must at that place ship the goods in the manner provided (Section 2-504) and bear the expense and risk of putting them into the possession of the carrier; or

b. when the term is F.O.B. the place of destination, the seller must at his own expense and risk transport the goods to that place and there tender delivery of them in the manner provided (Section 2-503);

c. when under either (a) or (b) the term is also F.O.B. vessel, car or other vehicle, the seller must

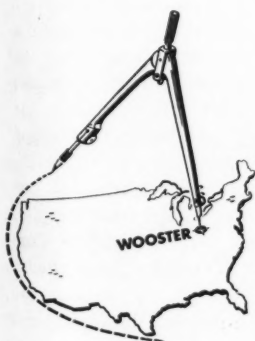
appropriate case the seller must comply with the provisions on the form of bill of lading.

2. Unless otherwise agreed the term F.A.S. vessel (which means "free alongside") at a named port, even though used only in connection with the stated price, is a delivery term under which the seller must

a. at his own expense and risk deliver the goods alongside the vessel in the manner usual in that port; and

4. Unless otherwise agreed . . .
6. 7. 8. a. b. 9. a. b. a. b. c. . . .

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Night merchandise trains outbound from Chicago.

Photo: Illinois Central System

HOW TO DISTRIBUTE

This is the concluding part of Mr. Marshall's intensive analysis of the economics of distribution.

By **ARTHUR M. MARSHALL**

*Treasurer and General Mgr.
Huck's Transfer, Inc.*

(Picking up where he left off in October, Mr. Marshall employs the case-history as his medium for exploring a number of typical distribution operations.)

THE N Company ships full truckloads of butter in refrigerated trailers from its Plant at Dubuque, Iowa, consigned to the B Warehouse Company at Z. These truckloads contain several shipments destined to points within 25 miles of X, which is intermediate to Z, and the truck is routed for a stop-off at the A Warehouse Company at X for partial unloading. When a truckload is shipped, N Company mails loading manifests to B Company and A Company as follows:

a. The manifest to B Company sets forth the deliveries to be made to N's customers in the vicinity of Z by motor vehicles operated by B.

b. The manifest to A Company sets forth deliveries to be made to N's customers in the vicinity of X by motor vehicles operated by A.

When the truck arrives at A Company it is partially unloaded in accordance with the Loading Manifest and transferred to motor vehicles operated by A for immediate delivery to N's customers in that area. After partial unloading by A the truck continues on to the B Company at Z. B unloads the remaining contents of the truck and completes delivery by its motor vehicles to N's customers in the vicinity of Z, in accordance with the Loading Manifest prepared by N. In the event of shortage, damage or poor condition, appropriate notations are made on the over-the-road truck line receipt by each warehouse company, and this information is transmitted to the N Com-

pany by way of an arrival report prepared and submitted by each warehouse. In the event of damage or shortage N Company will then handle its own claim with the over-the-road truck line. A and B Companies then submit their bills for service and transportation, accompanied by appropriate receipts, arrival report and inspection report where necessary.

The H Company ships full carloads of garden seed from its plant at Fredonia, N. Y., to the A Company at X. The car is consigned to the H Company, c/o A Company, and contains several hundred small individual shipments with final destination within 200 miles of X. The car is unloaded by A, and the entire contents of the car are delivered by truck to the U. S. Post Office at X. The small individual shipments are stamped in advance by the H Company, and these shipments are then handled by the Post

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Office Department in accordance with its parcel-post procedure. In the event of shortage or damage in the railroad car at the time of its arrival at A Company, appropriate notations are made on the railroad receipt, and the A Company acts for the H Company in preparing the proper railroad inspection report. A then submits its bills for unloading, transportation and handling, accompanied by appropriate receipts, a car arrival report and railroad inspection report where necessary.

The S Company ships full carloads of dressmaking patterns from its plant at Niles, Mich., to the A Company at X. The car is consigned to the S Company, c/o A Company, and contains several hundred small individual shipments with final destination within 200 miles of X. The car is unloaded by A, and the entire contents of the car are turned over to Railway Express Agency at A's unloading platform.

The individual express shipping orders are prepared by Railway Express at Niles, in accordance with advance arrangements between it and S Company. These shipping orders are forwarded by mail to the agency of Railway Express at X, and after all the shipments have been picked up by the latter at A's unloading platform a single blanket receipt for the entire carload is issued by Railway Express to the A Company. The small individual shipments are then delivered to final destination by the former, in accordance with its usual express procedure, and the charges in connection with this service are billed by it direct to S Company.

In the event of shortage or damage in the railroad car at the time of its arrival at A Company, appropriate notations are made on the railroad receipt, and A acts for S in preparing the proper railroad inspection report. The former then submits its bills for unloading and handling, accompanied by appropriate receipt issued by Railway Express, a car arrival report and railroad inspection report where necessary.

The SR Company, a large chain-store and mail-order house, ships
(Continued on page 51)

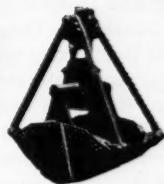
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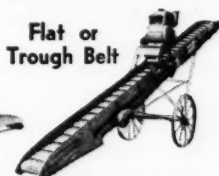
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ARE DAMAGE CLAIMS

(Continued from page 22)

for example, know that if there is much handling and trans-shipment there will be breakage. They also know that their light boxes will not long hold out against deterioration and infestation. But with competition allowing only a fraction of a cent per pound margin over the cost of raw materials, a more expensive box is out of the question. However, such cases are not too frequent and should not be used as models for procedure. Although industry is constantly endeavoring to reduce costs, any packing and shipping economies not balanced with the necessary physical protection and with identification and merchandising requirements can be a hazardous gain.

This case history involves a wartime situation, but the moral applies equally in peacetime—*Save unwisely at one point and you are likely to shell out at another.* During the war a certain dry-packaged-food producer, owing to shortages of labor and scarcities in packaging materials, decided the time was ripe to effect substantial packaging economies. At least two out of four protective layers could be dispensed with in packaging, it was felt, without loss of sales or quality. So there was substituted the "victory" package, a package without inner wrap or glassine overwrap. A war-conscious trade and public seemed to accept the package without complaint, and management had visions of saving as much as 15 percent in packaging costs. In time, however, it was discovered that shelf-stock returns for replacement, which ran one-half of one percent with the old package, increased 600 to 800 percent. As a result, they were tak-

ing back and replacing with fresh goods three to four percent of all shipments. Reduced to balance-sheet terms, a saving of \$25,000 in annual packaging costs engendered a loss of almost \$100,000 in another category. Needless to say, the "victory" package was not permanently adopted.

The experience of a well-known drug-product house affords an example of an unbalanced criterion for determining standards of shipping protection. Here, it seems, top management suddenly became concerned with the number of transportation claims. The traffic manager was required to maintain a chart showing all open claims. Out of this grew a weekly report which was circulated throughout the organization. The report contained the following data (typical of this organization):

WEEKLY DAMAGE CLAIMS REPORT

	Total No. of Claims	Invoice Value
Carried Forward from last report.....	37	\$8,002.47
New Claims filed, by source:		
Central Shipping.....	12	714.12
Special Request Dispatching.....	2	82.20
Refrigerated Stores.....	0	
Branch Plant #1.....	4	1,217.14
Branch Plant #2.....	0	
Branch Plant #3.....	1	36.00
Claims Settled or Rejected during week.....	15	2,375.12
NEW BALANCE.....	41	\$7,677.81

The idea behind disseminating this information was excellent. It made the entire organization more "perfect shipping" conscious. The difficulty, however, lay in the fact that management became so enthusiastic about eliminating claims

the emphasis became one-sided. Over-extensive packing became the rule. Rush-order service was neglected, for every shipment had to go through an involved procedure of nesting, cushioning and overpacking. Simple shipments were being packed well enough to go halfway round the world.

In attempting to cut faulty shipments, management was stressing the invoice value of the shipments rather than the dollar value of the claims themselves. Quite often the claim covered only one broken bottle or one crushed case in an entire shipment. The consequently high invoice value of new claims reported (in this week some \$2,000) for the week in the report finally was large enough to cause worry throughout the organization. The sum to be collected from the carriers, however, was one-tenth of this amount, or slightly more than \$200. The increased cost of packing and the loss of good-will in delayed shipments undoubtedly would have amounted to less than the actual loss from damage.

Buck-Passing vs. Science

Modern business—shippers and carriers alike—have veered away from buck-passing in seeking proper standards of shipping protection. At one time it was universal for the shipper to claim rough handling or other carrier shortcomings when there was damage enroute. Likewise, carriers and receivers looked upon damage as prime evidence of neglect in the packing and shipping room.

Packaging researchers, crating engineers and box-makers have cooperated to bring about improvements in preparation; carriers have technical equipment to determine where impacts and jolts are excessive, and they have progressed toward dependable loading and reinforcing techniques for all types of cargo. In spite of this, protection will at times appear inadequate. Then it is time to look at the product itself.

One of our largest manufacturers of business machines can attribute not only a considerable reduction in transportation damage but the first

(Continued on page 53)

New Packaging Method

SUS-RAP, a new suspension-wrap packaging method designed to eliminate breakage and chipping in the storing, handling and shipping of glass, mirrors, sensitive metal, plastic plates and other fragile objects, was put on the market recently by the SUS-RAP Sales Co., Minneapolis, after over a year of testing. Supplied in continuous-roll form, the item is constructed of three layers of jute or kraft, which are stated to impart both horizontal and vertical support. To test its product, the company packed 60 lights of 30- x 16-in. automobile glass in SUS-RAP and shipped them to various destinations by truck, Railway Express and parcel post. The packages were reshipped to other points without being opened and then returned to the original shipping point. The cartons were then opened and inspected for chipped edges and broken glass. Not a single chipped edge was in evidence, the company reports.

DISTRIBUTE

(Continued from page 49)

full carloads of appliances, building materials and other general merchandise from various points of supply and production throughout the country to the A Company at X. The car is consigned to SR Company, c/o A Company, and contains from three to 10 shipments for delivery to the stores operated by SR within 50 miles of X.

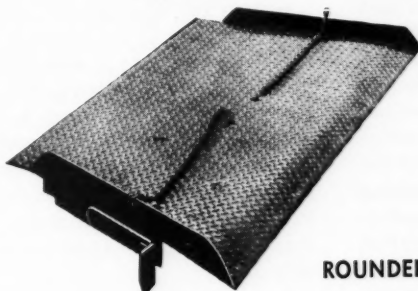
When the carload is shipped, SR mails a loading manifest to A Company from its general traffic headquarters. The manifest also contains a statement of the expected date of arrival of the car at X. A unloads and checks out the contents of the car in accordance with the loading manifest and submits to SR a report of the contents of the car on arrival, together with advice as to the disposition thereof with respect to the loading manifest. The various individual shipments are then transferred to motor vehicles operated by A Company for prompt and direct delivery to the SR Company's stores within the area which is set forth in the loading manifest.

In the event of shortage or damage in the railroad car at the time of its arrival at A Company, appropriate notations are made on the railroad receipt by A Company, which also acts for the SR Company in preparing the proper railroad inspection report. In the event of loss or damage claim, the SR Company, through its traffic department, will file the required claim with the railroad based on the information contained in the car arrival report and railroad inspection report prepared under the direction and supervision of the A Company. The latter then submits its bills for handling and transportation, accompanied by appropriate receipts, a car arrival report and railroad inspection report where necessary.

The M Company ships full carloads of household ranges from its plant in Beaver Dam, Wis., to the L Warehouse Company at X. The car is consigned to the M Company, c/o L Warehouse Company, and contains from 50 to 70 ranges,

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Between the R.R. car and loading dock



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ROUNDED SIDE GUARD CORNERS

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Colson Drum Truck model #6055-6S, has ballbearing 10" double steel disc type wheels, demountable cushion rubber tires, rugged lightweight tubular steel frame. Chimb hook locks semi-automatically.

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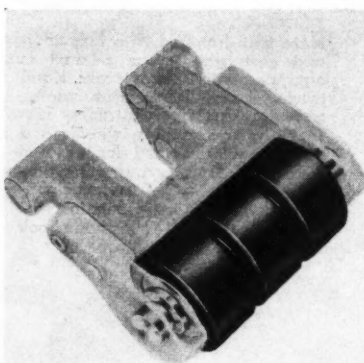
ELYRIA, OHIO

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depending on the sizes. When the car is shipped, M Company mails a loading manifest to L Company, which also contains a statement of the expected date of arrival of the car at X. The car is loaded in such a way that a portion of the ranges can be immediately reshipped by L Company from X—by motor vehicle or rail l.c.l.—to destinations previously determined by M Company and set forth in detail on the loading manifest; the remaining contents of the car are placed in storage in the warehouse operated by L Company. L Company checks out the contents of the car in accordance with the loading manifest and submits to the M Company a report of the contents of the car on arrival, together with advice as to the disposition thereof with respect to the loading manifest. L Company then executes and submits to M Company an appropriate warehouse receipt. In the event of shortage or damage, appropriate notations are made on the railroad receipt by L Company, which acts for M Company in preparing the proper railroad inspection report. On instructions from M Company or its properly authorized agents and representatives, L Company ships out the ranges held in storage, using the appropriate form of transportation. These shipments from the warehouse are made in accordance with serial number instructions and after each shipment, a warehouse report is forwarded to M Company by L Company in accordance with a form prescribed by the former. At the end of each month L Company submits an inventory report to M company, setting forth all of the stock which M Company has in L Company's warehouse. By this procedure, the M

Company has available a stock of its products at what it considers a strategic point. At the same time, it can maintain a complete and continuing inventory control. Since the inventory record is checked between M Company and L Company each month, M Company is able to maintain continuous supervision and control over its inventory. L Company submits its bills for handling, transportation and storage, accompanied by appropriate receipts and by a car arrival report and a railroad inspection report where necessary.

A group of shippers operating several paper mills in an area which, for the purpose of this article we shall call Sunshine Valley, Ohio, organized the Sunshine Valley Paper Shippers' Association, whose principal function is to assemble carload quantities of the products of the members, even though their customers are located in the same general areas. When the member companies have available a carload quantity for delivery in the area of X, the association assembles the carload and ships it as a single shipment to the A Company at X. The car is consigned to A, and contains several shipments destined to points within a limited area of X, in accordance with the delivery requirements of the members of the association whose shipments are in that particular car.



The rubber-tired, differential action Aerol Powered Pallet-Loader Replacement Kit, developed by Aerol Co., Inc., Burbank, Calif., is a wheel assembly which is said to eliminate gouging and chipping of floor on sharp turns by a differential action obtained through a series of three independently rotating rubber-tired wheels. Wheels roll on shock-absorbing non-binding live-rubber tread.

When the car is shipped the association mails a loading manifest to A, which also contains a statement of the expected date of arrival of the car at X. A unloads and checks out the contents of the car in accordance with the loading manifest and submits to the association a report of the contents of the car on arrival, together with advice as to the disposition thereof with respect to the loading manifest.

The contents of the car are then transferred to the motor vehicles operated by A for final delivery in accordance with the loading manifest prepared by the association. A then submits its bills for unloading, transportation and handling to the association, accompanied by appropriate receipts, a car arrival report and railroad inspection report where necessary. Upon payment of these bills the transaction between the association and A Company is closed, and the distribution of these costs, together with the railroad freight bill for the carload movement, to the members of the association is made in accordance with the agreement between the association and its members.

The distribution procedures which have been outlined herein are not intended to be complete or exclusive. These procedures demonstrate that different methods are required to accomplish different results and that only a carefully considered combination of the available transportation and warehousing facilities and the proper integration of these facilities will produce the most economical and efficient distribution.

SITUATION WANTED

Thoroughly trained Industrial Traffic Manager, 20 years experience, seeking position where complete knowledge of traffic administration is required and competent performance rewarded. Graduate of Traffic Law and I.C.C. Procedure Course, also registered to practice before the Interstate Commerce Commission. Have been eminently successful in obtaining important rate adjustments for present and former employers. Will consider re-locating anywhere in U. S. and approximate salary requirements \$7500 yearly.

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FOREIGN TRADE ZONE

(Continued from page 28)

and from which they can be distributed. It is thought, for example, that the facilities planned for freezing and cold storage at the San Antonio zone would materially increase the importation of perishables and the use of air-cargo. Among other things, the importation of cut flowers from Mexico is of increasing importance. But when there is a loss in imported flowers it is usually a heavy one. If the Scobey operation were established it would be of great advantage to flower importers to have their shipments flown directly to a cooling room at the San Antonio airport, where damaged flowers could be removed and destroyed before duty were paid on them.

Public warehousemen usually do not greet the establishment of a foreign-trade zone in their immediate locality with much enthusiasm. In fact they have at times protested the creation of such facilities. In the past a foreign-trade zone has often meant nothing more than the creation of a lot

of new warehouse space operated by a public agency at rates less than the commercial warehousemen can hope to get by on. In fact, it has been pointed out that under present laws very little can be done within a zone that could not be done in a U. S. Customs Bonded warehouse operated by a general merchandise warehouseman. This has been true of the traditional free-trade zone located at a seaport already supplied with all types of public warehousing services. It would not be equally true of the San Antonio zone or of other future "airport" zones, chiefly because (1) airports are usually miles from city warehousing areas; (2) inland "airport" zones would attract only such business as would be passing through the zone for import or re-export; and (3) to use a customs bonded warehouse in town would involve a considerable bonded-cartage fee in addition to other expenses, all of which would be avoided if the goods were handled on the spot.

ARE DAMAGE CLAIMS

(Continued from page 50)

steps toward improving and modernizing the basic designs of its equipment, to the alertness of the traffic manager. Despite careful crating and cushioning and despite the fact that shipments were marked as fragile, almost seven percent of this company's domestic-shipped machines were damaged about the underframing or legs upon which the machines were mounted. For export shipments, the damage rate was reaching the startling figure of one-third.

The traffic manager took the initiative. He utilized packaging-research facilities and called an independent expert, who dared to point out that the very construction of the equipment was inviting damage. This led to inquiries into the product itself. Today, the spindly legs are gone. A convenient, useful, extremely decorative cabinet area now occupies the space below the working area of the ma-

chines. There is greater sales appeal, and the days of replacing and repairing new undercarriages are over.

The average shipper must set up not one but four criteria for determining the amount of protection that should be given his package, and then he must find the proper balance among the four gauges. These influences upon shipping preparation are:

A. *Perfect Shipping* — Keeping damage claims to a minimum.

B. *Hidden Damage* — Reducing complaints or returns from the ultimate dealer or user.

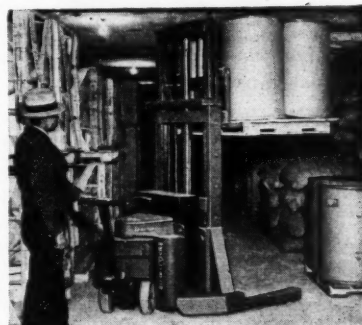
C. *Merchandising* — Coordinating with sales necessity; advertising, self-displays, ease in dividing and breaking down contents, etc.

D. *Costs* — Cost of protection must be consistent with permissible allowances and competitive considerations.

It would also not be true at numerous other inland points where public warehousing facilities are not now available and where the storage space created and the facilities offered are new. It is probably for this latter reason that not a single voice was raised against the Scobey proposal at the hearing of the Foreign-Trade Zones Board in San Antonio and why the public warehousemen of the Southwest, speaking through their association and individually, went on record in favor of the establishment of this zone by one of their number as a business venture without subsidy and at going rates.

The moral is quite plain. Air-cargo is in dire need of more warehousing facilities at airports, particularly international airports where coordination between air and ground carriers must be carried out, where refrigerated storage is frequently necessary, where packing and packaging—the breaking down of bulk—is essential for many commodities—where a foreign-trade zone is a natural.

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2. Controls operate in any position of spring-balanced handle — greater maneuverability.
3. Positive spring-set deadman electric brake—perfect safety.
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REVOLVATOR Co.
DESIGNERS AND MANUFACTURERS OF MATERIAL HANDLING EQUIPMENT

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Since 1904

GO BACK TO SCHOOL!

(Continued from page 23)

A rate established by the carrier within the limits of the commission's order becomes a lawful rate, that is, a reasonable rate."¹¹

"Speaking of rates," remarked a young man who introduced himself as Sandy Craig, "I'm interested in hearing your explanation as to the meaning of 'class' and 'commodity.'"

"Rates for transportation service are divided into class rates and commodity rates," McCormack answered.¹² "Some articles which move in large volume and in carload quantities are usually accorded commodity rates, while articles of general merchandise, moving in less-than-carload quantities, usually take class rates. Commodity rates are special rates.¹³ They are always in the nature of a preference."¹⁴

"Maybe it's a silly question," said Craig, "but can you give me a simple definition of 'carload'?"

"The term 'carload' ordinarily connotes a shipment occupying a car, made on one day, by one shipper, for delivery to one consignee at one destination.¹⁵ Instructions which apply only to carload shipments will be considered in determining whether the shipment was tendered as a carload."¹⁶

Craig went on with this questioning: "In connection with tariffs how would you construe the word 'via'?"

"The word 'via' refers to routings, and means 'By way of': said of the route traveled over or any place passed through," declared McCormack.¹⁷ "In a transit rule it means 'in connection with.' The word must be accorded that meaning which the context of the tariff, as a whole, conveys. The expression 'via M.P.' for example, means by way of the Missouri Pacific, not as a complete route, but as part of a route in connection with the lines of other carriers' parties to a tariff."¹⁸

With a twinkle in his eye a lanky student arose and said: "I'm 'Red' Murphy. The words 'knocked down'

are of interest. I'm not referring to prize fighting, but to the term as used in freight tariffs. What's your definition?"

"The term 'knocked down,' replied McCormack, "has a definite and well-understood meaning in railroad terminology; it involves taking apart the article shipped in such manner as to reduce materially the space occupied.¹⁹ Merely separating the article into parts and crating them, without reducing the bulk, would not constitute knocking down in such a manner as to justify a reduction in the rate. To constitute a shipment of 'knocked-down' articles requires the inclusion of all parts necessary to make a complete or a substantially complete article."²⁰

"Bear in mind," McCormack went on "that if all the parts constituting a completed article are offered as one shipment under one bill of lading, the freight charge should be calculated upon a rating for the completed article.²¹ This does not prevent a shipper from billing separately each constituent part at its respective rating. Articles constituting all the parts of a completed article may be packed together and take the rating applicable to the completed article.²² Although component parts are assembled at destination, if tendered for shipment

¹⁹ 21 I. C. C. 488. ²¹ 25 I. C. C. 442.
²⁰ 118 I. C. C. 515. ²² 49 I. C. C. 327.

E. C. A.

Administrator Paul G. Hoffman today announced details of the Economic Cooperation Administration's program to provide American small business firms with greater opportunities to share in Marshall Plan business.

It includes: counseling service, information of potential purchases, names and addresses of European importers and the products they have purchased under the Marshall Plan and information regarding commodities which offer the greatest opportunities for sales in Western Europe. A directory will be compiled listing names and addresses of potential American exporters, by commodities. This directory will be for overseas distribution and will be available through ECA overseas missions to European importers seeking additional American sources of supply.

separately boxed and crated, as constituent parts, their identities are merged for the purpose of classification into the complete article."²³

"And that word 'applicable,' or 'applied,' which you just used; what does it signify?" Murphy inquired.

"In connection with rates and tariffs," said McCormack, "the word 'applied' has a very definite meaning; namely, to have been legally effective."²⁴

"I have one more question," said Murphy. "What is your understanding of the words 'return movement'?"

"Using the words 'return movement' in their ordinary and generally accepted sense," McCormack explained, "shipments may not be considered as having been 'sent back' unless applied only from and to the points between which the original shipment moved."²⁵

As Murphy sat down a roly-poly youngster exclaimed: "My name is John Richards. In one of my volumes I ran across the word 'tolerance' in regard to shipments of commodities. The dictionary which I have defines it as 'endurance; toleration,' but that doesn't seem to fit any possible transportation factor."

"No, it doesn't," chuckled McCormack. "In a traffic sense tolerance is the allowable margin of error between the origin and destination scale readings, arising from a difference in scales or errors in weighings or from absorption or evaporation of moisture by the shipment in transit, which must be exceeded as a condition precedent to the correction of the billed weight and reweighing of the shipment free." Provision for tolerance on commodities generally has been in effect for a number of years and has varied in different localities."²⁶

"Then, there's the word 'demurrage.' My glossary renders it somewhat as a form of compensation for the detention of a vessel in port beyond an agreed-upon time. Yet I find it also used in connection with freight cars. What is your interpretation?" Richards demanded.

"The interpretation to which you

¹¹ 284 U. S. 370.

¹² 37 I. C. C. 726.

¹³ 29 I. C. C. 530.

¹⁴ 21 I. C. C. 323.

¹⁵ 89 I. C. C. 47.

¹⁶ 128 I. C. C. 703.

¹⁷ 256 I. C. C. 103.

¹⁸ 251 I. C. C. 514.

²³ 41 I. C. C. 380. Also 251 I. C. C. 111.

²⁴ 251 I. C. C. 514.

²⁵ 255 I. C. C. 515.

²⁶ 47 I. C. C. 549.

²⁷ 47 I. C. C. 549.

referred is correct," McCormack agreed, "inasmuch as the principle of demurrage doubtless had origin in connection with transportation by water.³⁵ It is also used in reference to rail transportation and, therefore, fundamentally demurrage may be said to be a charge for undue detention of cars by shippers.³⁶ The purpose of demurrage charges is to promote car efficiency by penalizing undue detention of cars.³⁷ Primarily, demurrage is imposed by a railroad to compel prompt loading and unloading of cars.³⁸ This is a proper regulation. The railroad is directly benefited and the public indirectly benefited by a speedy release of cars and their speedy return into circulation."³⁹

"Thank you," said Richards, "and that leads me to ask for your version of 'unclaimed.'"

"The term 'unclaimed,'" McCormack asserted, "implies, in the absence of an actual refusal, the failure of consignee to claim or accept a shipment; and mere advice to carrier that it expects to accept some time is not the equivalent of claiming the shipment, which would contemplate a demand for delivery and a readiness to pay the charges.⁴⁰ If consignee neither ordered delivery nor indicated a willingness to pay the charges, the shipment was unclaimed."⁴¹

"I hope you don't think I'm a pest," apologized Richards, "but I have still another question. I refer to the word 'territory' as used by the Commission. What is the meaning in interstate commerce, especially in relation to trucking?"

"In the first place permit me to stress the fact that the word is used quite broadly by the Commission," observed McCormack.

"Territory" is not a word of art.⁴² The characteristics of the transportation service as well as the geographical area served are relevant to the territorial scope of operations which may be authorized. Authority to a carrier to operate within a specified 'territory' may in-

clude permission to service all points in that area, or it may be restricted to designate points therein, or it may extend to all points in a part of that area and to selected locations in another part.⁴³ The words 'to' and 'from' in a carrier's certificate define the 'territory' in which it may operate.⁴⁴ This 'territory' may not be increased by interpreting 'to' and 'from' a point to mean also through such a point."

The next inquiry came from a student sitting in the rear of the class-room. He gave his name as Raymond Hunt. "The terms alluded to by Richards confuse me too. Take the word 'embargo.' I see that it is defined as 'any check or impediment.' Maybe that's correct, but what about interstate commerce?"

"That construction covers generally, but it isn't too clear for our purposes," acknowledged McCormack. "In connection with rail transportation an embargo is an emergency measure placed because of some disability on the part of the carrier which makes it unable to properly perform its duty as a common carrier.⁴⁵ It is not placed for the protection of the shipper. An embargo is an emergency measure adopted where it is physically impossible for carriers to transport or where there is an unusual accumulation of traffic.⁴⁶ Embargoes are not always put into effect because of carriers' failure to move cars. Sometimes an embargo is placed against shippers/consignees. Embargoes are justified by such necessities as may arise from congestion of carrier facilities, inability of consignees to receive shipments, or other causes beyond the control of the carrier, and their object is to prevent stagnation and facilitate movement of traffic.⁴⁷ If a shipper habitually delays cars for unloading at destination the carriers may place an embargo against freight consigned to him and thus prevent further detention of equipment; if the shipper habitually delays loading cars the carrier may refuse further supply and thus prevent detention and accumulation of cars at the loading point.⁴⁸ Ordinarily, notices of embargoes are filed with the Car Service Division of the Asso-

ciation of American Railroads, which distributes copies among all carriers affected and makes the information available to the public."⁴⁹

At this point McCormack glanced at his wrist-watch. He realized that the class period had nearly expired. He called attention to the situation, but was cut short by Hunt. "Before we are dismissed, please outline the meaning of the phrase 'what the traffic will bear' which you used in your explanation of 'just and reasonable.'"

"The phrase 'what the traffic will bear,'" commented McCormack, "means that in making rates consideration must be given to what may be termed public policy, the advantage to the community of having some kinds of freight carried at a less rate than other kinds.⁵⁰ The doctrine that the burden of rail transportation should be distributed among the various kinds of freight with some regard to the economic needs of the country has always had recognition, in one way or another, in the rate structure.⁵¹ The familiar principle of 'charging what the traffic will bear,' or, as some prefer to put it, of 'not charging what the traffic will not bear,' has had that result in some degree. It is no reflection upon the traffic manager of a railroad to say that he bases his rates upon some line of policy.⁵² He deals directly and in most cases exclusively with the producer or the jobber. His concern is to keep these patrons satisfied and at the same time bring to his railroad the greatest possible revenue. That is what he means by saying that he charges what the traffic will bear.

"Therefore," McCormack concluded, "when bare expenses are covered by a rate and an increase would kill the traffic, commercial necessities may make the rate the best paying rate on that commodity which the carriers can obtain.⁵³ For instance, livestock is a commodity which from its nature cannot be expected to do more than 'pay its own way'; it cannot sustain a rate level which will produce more than the cost of rendering the service plus a minimum of profit."⁵⁴

³⁵ 25 I. C. C. 314.
³⁶ 60 I. C. C. 116.
³⁷ 253 U. S. 319, 64 L. ed. 928, 40 Sup. Ct. Rep. 532, reversing 263 Pa. St. 205.
³⁸ 18 I. C. C. 35.
³⁹ 47 I. C. C. 162.
⁴⁰ 122 I. C. C. 67.
⁴¹ 146 I. C. C. 332.
⁴² 43 M. C. C. 497.

⁴³ and ⁴⁷ 43 M. C. C. 497.
⁴⁴ 69 I. C. C. 477.
⁴⁵ 45 I. C. C. 594.

⁴⁶ 73 I. C. C. 275.
⁴⁷ 66 I. C. C. 393.

⁴⁹ I. C. C. Annual Report, 1943, page 56.

⁵⁰ 22 I. C. C. 604.

⁵¹ 113 I. C. C. 339.

⁵² 191 Fed. 856.

⁵³ 35 I. C. C. 497.

⁵⁴ 253 I. C. C. 241.

Classified and alphabetized by organization for the convenience of the reader

Air

The resignation of *E. E. Wilson*, Hartford, Conn., as chairman of the board of governors of the Aircraft Industries Association has been announced by *D. C. Ramsey*, president of the association.

Charles L. Gallo has been elected president of Air Express International and its wholly owned subsidiary, Surface Freight Corporation.

The International Air Transport Association has elected, as its president for 1950, *Warren Lee Pierson*, Washington, D. C., chairman of the board of Trans World Airline, succeeding *Dr. Albert Plesman*, president of the Royal Dutch KLM).

Hush hush. What has been secret until now may be told. The Navy has developed radar for airplanes which can even spot good-sized hail ahead. American Airlines is using an experimental Convair ship to poke around in what were formerly considered disastrous storms. Now, the pilot can see icing conditions and line squalls as well as heavy hail. Besides, the pilot can use the cockpit radar scope without distraction from other duties. Used with ground radar, navigation and approach are simplified. In addition, the scope is a rough altimeter and works as a gyroscope, helping the pilot keep his ship right side up. When will it be available for commercial use? Ask the Navy.

The fourth largest state in the Union is making good use of Beechcraft Bonanzas. New Mexico's State Highway Department employs one to maintain business tempo, give quick attention to wash-outs and other emergencies and in other ways keep freight and other highway activities going night and day. It facilitates right of way and construction work and, in this instance at least, resulted in a savings that more than made up for initial investment.

Pan-American-Grace Airways has agreements at present with both Slick Airways and National Airlines for single airway bill on air cargo shipments.

A group of Portland business men who own and fly their own planes are building a distinctive club house on the main field of the Portland Columbia Airport, to be known as the Columbia Aviation Country Club. The club will later invite new members who are connected with

aviation. *Harry C. Goble*, Rapid Transfer & Storage Co., has been elected president. Other officers are *Dr. Robert Greene*, vice president; *L. S. "Doc" White*, secretary, and *Lee Blakkolb*, treasurer.

Materials Handling

The Department of Agriculture states that damage to apples can be reduced substantially by close supervision of picking operations and by handling apple boxes on pallets. Only one-fifth as much bruising was found in tests when apple boxes were handled on pallets as when the boxes were handled separately. Bruises were lower during storage as well.

Gould Storage Battery Corp., Trenton, N. J., is inviting companies using motive power batteries to send battery maintenance supervisors, materials handling engineers and others to a five-day school on the care, maintenance, and charging of the storage battery. This will be held Nov. 14 to 18 at the Gould plant. Object is to help users get top use from batteries.

Capt. V. C. Farrell recently demonstrated his "rolling decks" before military and shipping lines men at Norfolk, Va. The captain claims that his rolling wing decks will reduce cargo handling costs by over 50 per cent. The decks, which are about six inches thick, are installed in two sections in the hold or in the 'tweendecks space. Each section is on scores of wheels running on tracks. When loading is about to commence, the decks move by winch power to the center line of the ship, where they meet directly below the hatch. After cargo has been lowered onto them, they roll back against the bulkheads, leaving space for further loading. The procedure is reversed on unloading.

This contrasts with current methods, which involve man-handling over and around cargo already in the hold. Equally important, the time required to load and unload would be drastically cut, and this would mean more ship time en route and less in port. In effect (assuming installation in a large proportion of the freighters) an increase in ship potential without need for additional hulls, crews and fuel.

Motor Carriers

John Dawson is back in Association circulation. Newly named vice-president of the Beaumont agency of Burris Transfer and Storage Co., Port Arthur, Texas,

Mr. Dawson in his new post will be working closely with other Mayflower members. One of the first things he did after getting his new position was to forward his agency's application for membership in Mayflower.

Appointment of *Henry K. Evans* as highway-transportation specialist in the transportation and communications Department of the Chamber of Commerce (U. S.).

J. L. S. Snead, Jr., of Portland, Ore., has been appointed executive vice president of Consolidated Freightways, Inc. *Mr. Snead* is vice president for transportation and maintenance engineering of the Society of Automotive Engineers.

Continental Freight Forwarding Co., Cincinnati, Ohio, has announced the appointment of *William L. Elcessor* as Pittsburgh terminal manager.

Downing & Perkins, Inc., with headquarters in Hartford, Pa., recently opened a new terminal at Franklin and Spring Garden Streets, Philadelphia. The new terminal will be under the management of *William F. Schimpf, Jr.*

Fort Wayne, Ind., division of Eastern Motor Express, Terre Haute, Ind., has moved into new quarters. The building is fireproof, all steel and one story with aluminum facing, and has loading docks on all four sides.

Fruehauf Trailer Co. has obtained exclusive manufacturing rights on the "Tri-Level" truck-trailer. This trailer can quickly be converted from an automobile carrier into a standard freight van, and could transport new autos in one direction, bringing miscellaneous freight in the other. Over 100 units have been produced so far this year.

R. Witt Sturges was reelected president of the Mississippi Transport Association. Other officers are: *R. A. Goodling*, Dixie Highway Express, Meridian, first vice president and *H. D. Miller*, Petroleum Transporters, Jackson, secretary and treasurer.

Thomas W. O'Hara, Wyoming, has been named chairman of the Motor Carrier Claims Commission. This commission passes on claims by carriers whose lines were under ODT control during the war. *Ernest M. Smith*, Georgia, and *Frank E. Hook*, Michigan were the others named to serve with *Mr. O'Hara*.

Motor Freight Express, Inc., of York, Pa., has announced appointment of **Paul R. Rudisill** as its terminal manager at Hanover, Pa.

E. F. McMillan, chief of the Government Traffic Section, American Trucking Associations, was elected president of the District of Columbia Chapter, National Defense Transportation Association. Other officers elected were: **C. M. Britt**, Capital Airlines, first vice president; **Guy White**, Chesapeake & Ohio Railroad, second vice president; **S. M. Farley**, Western Military Bureau, AAR, secretary and **Maj. Frank S. Ison**, Office of the Chief of Transportation, U. S. Army, treasurer.

National Highway Users Conference has set up a new office at San Francisco, to be headed by **H. B. Simpson**.

Senator **Joseph C. O'Mahoney** finds, as a result of replies from 34 states, that these states could spend \$20 billion on roads. Indeed they could, if they had the money. This pipedream contrasts with earlier studies which showed (as the National Highway Users Conference has it) "estimates ranging from about 1,000 percent less to about 100 percent more." Somebody in that Conference doesn't know his arithmetic; 100 percent less brings a figure down to zero, and we can't imagine any state suggesting that its roads will cost way less than zero. Probably the two figures were reversed, and should read "estimates ranging from about 1,000 percent more to about 100 percent less." This also shows that the states blow hot or cold, depending on who wants the figures and whether the Federal Government will hand over goodly sums.

Early Mayhew has been elected president of the South Dakota Associated Motor Carriers, succeeding **Dan Dugan**.

Truck-Trailer Mfrs. Assn. advises truckers to look into newer types of insulation. "Insulation materials of exceptional quality are now readily available. Some weigh as low as $\frac{3}{4}$ lb. per cu. ft. They resist sagging, resist moisture absorption, are vermin proof, fireproof and do not readily absorb odors. Be sure, however, to specify an adequate thickness of insulation so that your refrigeration system will not be overtaxed."

West Coast Fast Freight, Inc. has received approval of the ICC to lease the operating rights and equipment of Eckert Freight Lines. The acquisition includes some 85 pieces of equipment and about 100 employees. This is the latest expansion move of West Coast, which took in Yakima and eastern Washington in 1948 and, early this year, began Portland-Spokane and Seattle-Spokane operations.

Wiley and Nicholls Co., transfer and storage, is celebrating its 50th anniversary. **Walter E. Eggers**, president, announced that its charter had been renewed. The half century has been the firm graduate from mule-drawn hauling of cotton to a square block building in Galveston, Texas, with two other buildings in addition. The firm is local agent for Allied Van Lines and is a member of the AWA, NFWA and Texas-Southwest Warehouse and Transfermen's Assn.

Packing & Packaging

The Export Packers Association of New York, Inc., New York, has announced the election of **Jerome F. Gould**, president of the Acorn Packaging & Packing Corp., as chairman of its board of directors, and election of **Lenard Johnsen**, secretary of Johnsen & Ryersen, Inc., as a member of the board.

Meredith, Simmons (affiliate of National Starch Products, Inc.) has changed its name to National Adhesives (Canada) Ltd. Both parent company and affiliate make adhesives.

A transportation and packing survey has been sponsored jointly by the railroads (as represented by the Official Classification Committee) and the Fibre Box Association. The survey will involve inspection, at various points in the U. S., of shipments moving in fibre boxes, to determine any damage and to ascertain "whether such damage is due to inadequate packing, poor loading, rough handling, or other causes." This survey has the cooperation of shippers and receivers, according to a statement just released.

This survey differs from the recent one by the Shipping Container Institute, which dissolved a short time ago after completion of its final report. The Institute's final report, after voluminous analysis, made one notable omission: it failed to investigate the inadequacy or adequacy of the fibre board used in shipment. Consequently, only other factors could be considered as causative. This limitation does not appear to exist in the present case. Further, the former investigation differs in that a single organization was involved; in this case, both carriers and producers of board are involved. Lastly, any and all factors may be investigated.

J. Louis Reynolds, vice-president of Reynolds Metals Company, developer of aluminum foil and laminated coatings, and **Norman F. Greenway**, vice-president of Robert Cair Company, Inc., manufacturers of paperboard, folding cartons and shipping containers, announced today that the foil carton manufacturing activities of Reynolds Metals Company will be carried on by Robert Cair Company, in association with Reynolds, to produce an expanded line to be known as "Cair-Reynolds Foilene" folding cartons.

Reynolds will turn over to Cair its techniques for laminating and printing foil and will lease to Cair some of the necessary machinery for laminating foil and paperboard and will supply Cair with its requirements of foil. The machinery will be installed and operations conducted by Cair at Piermont, New York. The result will be a completely integrated aluminum foil carton manufacturing operation with all phases of manufacture incorporated from the paperboard to the finished carton, including multi-color printing.

Railroads

Brigadier General Lacey V. Murrow has been appointed to the newly created position of executive director of competitive transportation research of the Association of American Railroads.

The Atlantic & Danville RR is now independent, after fifty years leasing to Southern Railway. The road is getting new Alco-GE diesel switchers. The road is dropping passenger business in favor of all freight.

The Central Railroad Co. of New Jersey has announced the following appointments: **Judson C. McLester, Jr.**, general counsel and **D. Y. Smith**, chief freight traffic officer.

The Port of New York Authority is against an unloading charge of \$1.95 to \$2.60 per ton on fruits and vegetables coming into Manhattan. The ICC approved the charge last year. The question has been reopened, largely through the insistence of the PNYA. That organization's traffic manager, **Edward K. Laux**, indicated at a hearing before the ICC that delivery has always been included in the line-haul rate; assessing an extra charge means compelling double payment for delivery.

Jersey City is again on the warpath. **Commissioner Spence** says the lighterage fee on incoming shipments is unfair. At present, the railroads charge a mere \$3.65 per ton. It is claimed that this charge has hindered the development of the waterfront in the city. It is intended to carry the plea for the elimination of the fee all the way up to the Supreme Court. Right now, the Port of New York Authority and certain other corporations have shown an interest in port property—providing the charge is reduced or eliminated.

Traffic

The Adam Scheidt Brewing Co., Norristown, Pa., has announced the appointment of **George W. Shannon** to the position of order and traffic manager.

The Airline Traffic Association, Washington, D. C., has elected the following officers to serve for 1950: president, **Don Campbell**, American Airlines; vice president, **William Seitz**, Capital Airlines; secretary, **Robert Lee**, United Airlines; and treasurer, **Charles Hagedorn**, Philippine Airlines.

The appointment of **Philip A. Dunlap** as western traffic manager at Chicago has been announced by Ajax Steamship Agencies, Inc.

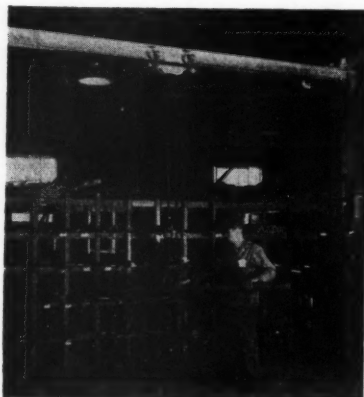
William A. Kortenhaus, president of Bilkays Express Co., Newark, N. J., was elected president of the Traffic Club of Newark. **Sol V. Rettino**, director of traffic, Bristol-Myers Co., Hillside, N. J., first vice president; **Kenneth S. Carberry**, secretary, Newark Chamber of Commerce, second vice president; **Edward C. Kane**, traffic manager, Interchemical Corp., Elizabeth, treasurer.

The Canadian Pacific Railway Co. has announced the following promotions: **G. F. Buckingham**, assistant general traffic manager, with offices at Montreal; **H. Arkle**, freight traffic manager, Winnipeg; and **J. Fullerton**, assistant freight traffic manager Winnipeg.

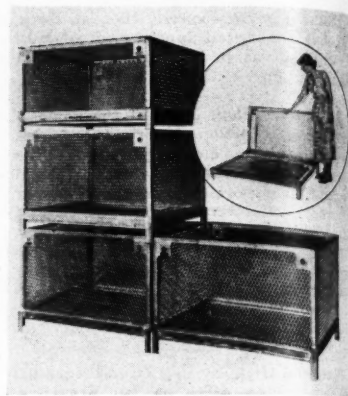
J. M. Fields has been named traffic manager of the Columbia, Newberry & Laurens Railroad Co., with headquarters at Wilmington, N. C.

(Continued on page 61)

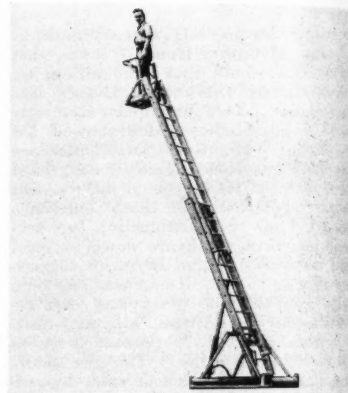
New Products and Procedures



(Right) The PACO Trans-A-Box, designed for merchandise handling, storing, and shipping, has recently been announced by the Production Accessories Co., Detroit. The company maintains that its product eliminates many storing and shipping problems through its break-down feature by which, merely through the releasing of two locking pins, Trans-A-Box can be folded quickly and easily to 25 percent of its regular bulk. The unit is constructed of heavy-gage expanded metal and is supported, its manufacturer states, by a rugged steel framework. Extra strength is said to be provided through incorporation of arc welding throughout, and unobstructed four-inch entry all around the base for quick, convenient handling is said to help reduce labor costs. The box is designed to meet all tariff regulations.

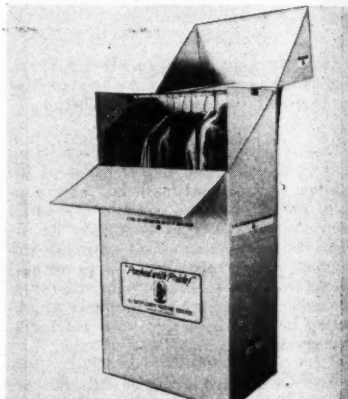


(Right) Aero Metalcraft Corp., Rockleigh, N. J., announces new lightweight extruded aluminum extension ladder designed for mounting "on most materials handling trucks or other truck bodies." Unit extends to 28 ft., rotates 360 deg., has retracted length of half the extended length, and can be used when truck moves or stands still. Can be inclined 14 ft. laterally from center line of truck.



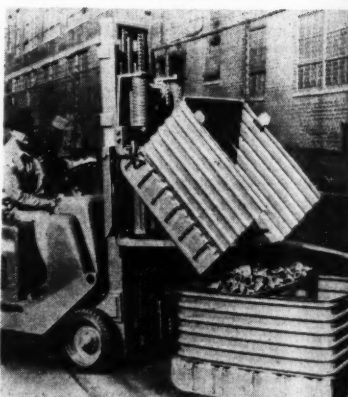
(Left) Upending device for use on both gas and electric 2,000-lb.-capacity fork trucks made by Clark Equipment Co., Battle Creek, Mich., turns rolls of paper or other heavy cylindrical items having diameter of from 15 to 31 in., 90 deg. from horizontal to vertical position, or vice versa. Squeezing pressure holds by friction; there are no ribs, lugs or brackets. Arms are available for other diameters.

(Right) "Wardrobe box" produced by Hinde & Dauch Paper Co., Sandusky, Ohio, for moving and storage services, holds over 125 lbs. of clothes on hangers and is 29 in. wide, 19 1/2 deep, and 57 long. All-corrugated-board box said to be assembled by one man in three minutes without special tools, or nails, bands, etc. Metal hanger bar clamps onto inside liner. Closure is made with gummed tape.

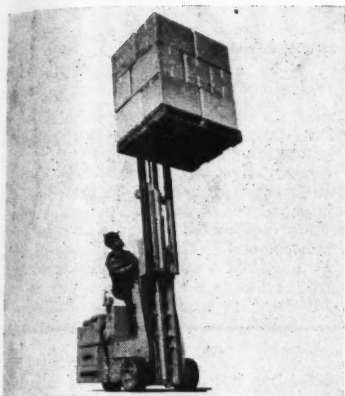


(Left) Engineered for greater strength-to-weight ratio, floating-suspension-design tram-rail crane by Forker Corp., Cleveland, maker of Ohio Tramrail Systems, is said to increase efficiency and lessen operator fatigue through reduction of drawbar pull in such a way that faster operation is provided while payload capacity is increased. Features maximum area and "volume hook coverage."

(Right) Designed for use in plants where a great quantity of heavy, loose parts must be lifted, moved, stored, or delivered, this skip box dumping device, manufactured by Towmotor Corp., Cleveland, has three sides, and metal rings at the back for lifting by forks. Hooks on the fork truck carriage engage the rings when the box is lifted. In dumping, the box tilts and the load slides out.

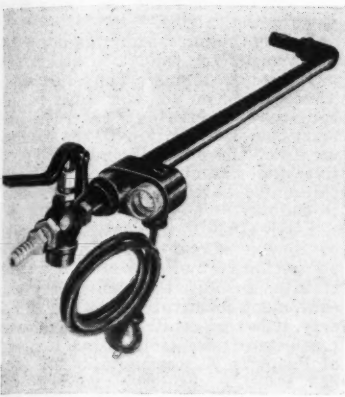


(Left) The Royal model SG strapping tool, a product of Independent Metal Strap Co., Inc., Brooklyn, N. Y., is a combination sealer and stretcher which performs the operations of sealing and stretching during a single handling. Model is for strap sizes of 3/8, 1/2, 5/8, and 3/4 in. Simplified design, it is maintained, makes the unit easy to operate; rugged construction is said to offer high durability.



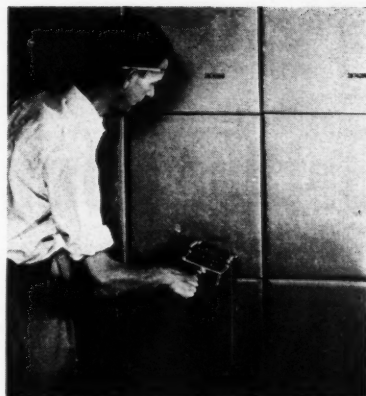
Right. An automatic rubber figure case numberer is available from Wm. A. Force & Co., New York, N. Y. It is claimed to be ideally suited for warehouse, loading platform or other use numbering. Frame is aluminum, yet unit is said to be rugged. Models come in half inch, three-quarter inch and inch models. Item has duplicate, consecutive and repeat actions. Pistol grip is also available.

(Left) Developed to bridge the gap between motorized hand truck operations and fork truck operations, Transrider Stacker, feature exhibit of Automatic Transportation Co., Chicago, at the Wayne Univ.-Detroit packaging-materials handling exposition, is described as the first riding-type stacker ever designed. The unit includes most features of Automatic's Skylift series of fork trucks.



(Right) Boxes, barrels, bales, drums and cartons can be handled in multiple units without pallets through Pak-Loader Fork Truck System, newly announced by The Yale & Towne Mfg. Co., Phila. Comprised of fork trucks with pusher mechanisms, and two or three specially adapted steel plates per fork truck, the system is said to be particularly valuable in volume storage and non-palletized shipping.

(Left) The Electric Storage Battery Co., Philadelphia, announces a new Exide Battery Cell-Filler. The unit, states the company, will enable maintenance men to add water to storage batteries in electric industrial trucks and tractors quickly, accurately and easily. Item consists of tube with nozzle at one end, valve at the other. Electric signal lamp tells when water in cell reaches right level.



TRUCKING THE VITAMINS

(Continued from page 40)

must be unloaded at its original destination or close to it. In addition the number of trucks available for citrus shipments from California is at present too small, but there is every indication that more equipment is coming into operation. As it does, it will be put to use.

The average haul to market for California citrus fruit is about 2,000 miles. This puts California at a tremendous disadvantage with Florida, where the average haul to market is less than 1,000 miles. During the past year, about 45,000 carloads of Florida fruit are reported to have been shipped by truck. Texas shippers moved more than 50 percent of their citrus volume by the same means. California has not begun to approach a fraction of that volume in truck shipments. California shippers believe, however, that they can do anything their brothers in the competing states can do.

The Southern Freight Association has recently indicated that the railroads in that group are willing to sharply reduce the tariff on citrus shipments from Florida and offer a certain amount of free refrigeration. California shippers believe that truck competition was responsible for this attitude, taken at a time when all other lines have been raising citrus rates regularly. The rail rate from California to Utah was lowered this summer, and California shippers point to the fact that increasing truck shipments had been cutting heavily into railroad business to Utah.

The citrus industry has warned the railroads on several recent occasions that increasing freight rates were pricing their products out of many markets of the East. Their protestations fell on seemingly deaf ears as rates have continued to climb. In fact the carriers are still asking for more.

Prior to the war, California citrus could move to the major East coast port markets by boat. Now there are few refrigerated boats, and the rate, plus necessary handling charges and insurance, make the cost more than by rail.

California citrus growers are not the only western industry caught in the freight bind. All California agriculture and most industrial shipments are in the same position. Agriculture probably feels the pinch more since its major markets lie east of the Mississippi.

The West is aware of the great part played in its development by the railroads. During the war, the rail carriers accomplished a magnificent job of moving war material plus their regular commodities. But all of California agriculture now finds itself in a tremendously competitive position and must reduce costs wherever possible.

It actually costs more to ship a box of oranges than it does to grow that same box of fruit. Cal-

(Continued on page 94)

Getting down to Cases

By LEO T. PARKER
Legal Consultant

PACKAGING

YOU CAN, without liability, hire minors to work in ordinarily dangerous packing plants. In *Henrie v. Rocky Mountain Packing Corp.*, 202 Pac. (2d) 727, Utah, it was shown that a state law prohibits the employment of minors under 18 years of age in a place dangerous to health, property, or the welfare of minors.

A minor employed in a canning plant was injured. The higher court refused to hold that the employer violated the law. The court stated: "Of course, any place of employment not intrinsically or inherently dangerous might become, in a sense, temporarily dangerous as a result of negligence on the part of the employer or one of his servants. But that is not the sort of place in which the legislature intended to prohibit the employment of minors."

YOU CAN avoid paying compensation to an injured employee over whom you had no control. In other words, if an employee is working for two employers, the employer who controls the employee is liable. For illustration, in *Patton Seafood Co. v. Glisson*, 38 So. (2d) 839, Fla., the testimony showed the facts to be as follows: The Patton Seafood Co. maintains a wharf where oystermen unload their catches. On the wharf is a warehouse building, fully equipped, where the oysters may be removed from the shells and prepared for market. The building is furnished with bins where the oysters are opened. A bin is assigned to each gatherer, and as the oysters in a particular bin are opened, washed, and skimmed, credit (at three dollars per gallon) is given the employee to whom that bin has been assigned.

One Glisson was hired by the Patton Seafood Co. to assist in shucking oysters. While he was engaged in this work his eye was so injured that he eventually lost the sight of it. The question presented the court was: Who is responsible for paying damages or compensation to Glisson for the injury?

The higher court held that Glisson could not recover damages or compensation from the Patton Seafood Co., stating: "We are unable to find testimony that the Patton Seafood Co. had the prerogative of discharging shuckers, or that it undertook to employ them. . . . If any of these shuckers chosen indiscriminately were to demand payment for the amount due to compensate him for his labors, this demand could be enforced only against the tongman."

YOU CAN avoid paying wages specified by the Fair Labor Standards Act to employees who perform work on perishable foods or goods. In *McComb v. C. H. Musselman Co.*, 167 Fed. (2d) 918, testimony showed that apples moved from a warehouse through a conduit pipe to a cannery. They were conveyed through the conduit pipe in a stream of water, which washed them on the way to the cannery. In the factory they passed over a device for sorting out the small apples, which drop through to a receptacle below. The larger apples proceed along the production line and are peeled and cored preparatory to canning. The cores, peel and pieces cut from the canning apples go into a conveyor and subsequently join the culls which have already dropped out. Culls, cores, peelings, and scraps go into a grinder and thence into a press. The juice is squeezed out; the solid portion is subjected to pressure and subsequently dried through the application of artificial heat. After they are dried, the chunks of pomace, which are the result, are again powdered, either for use in the cannery or packing-house or for sale to others.

Certain employees in the packing-house sued to recover wages specified by the Fair Labor Standards Act. The higher court refused to hold in favor of these employees, declaring that all employees are exempt from the Fair Labor Standards Act who work in the "first processing," which is from the time the apples begin their journey from the warehouse to the time the drying of the pulp is completed and the product no longer is in the perishable state.

Things You Can't Do

YOU CAN'T make a valid and enforceable contract unless an offer submitted by the other party is unconditionally accepted by you. Any slight difference, suggestion or demand by you means that acceptance is not unconditional. Recently, a higher court held that if a seller instructs a purchaser how to pay for merchandise, acceptance is not unconditional.

In *United States v. Braunstein*, 75 F. Supp. 137, a purchaser accepted an invitation to bid on raisins unfit for human consumption, but which could be converted into alcohol. The purchaser offered 10c. per lb. for 9,599 boxes of raisins and requested that a certified check be forwarded as payment for the raisins. In subsequent litigation the higher court held that no valid contract existed because the

seller had not unconditionally accepted the purchaser's offer, since the seller had specified how the purchaser must pay for the raisins.

Hence, the purchaser was not liable in damages for failure to accept and pay for the raisins. The court said: "Acceptance of an offer must be unequivocal to create a contract, and must comply exactly with the requirements of the offer, and must be positive and unambiguous, and a reply failing to satisfy requirements is a rejection."

YOU CAN'T prevent taxation of equipment as real estate if a state law so specifies. In other words, if a state statute specifies that machinery and equipment constitute "personal" property, it is real estate and is taxable as real estate. See *United, Inc. v. Board of Property Assessment*, 58 Atl. (2d) 833, Pa.

The higher court held that the ordinary character of the machinery and equipment is changed by a state law and that machinery and equipment in all plants in the state must be taxed as real estate.

MARKETING

Things You Can Do

YOU CAN sue a seller who breached his contract, and recover as damages your anticipated profits. In *Atlas v. Grossman*, 169 Fed. (2d) 240, it was shown that a buyer contracted to purchase 32 motor vehicles at a stated price. The seller refused to deliver any vehicles and the purchaser sued for damages. The higher court awarded the purchaser \$9,500 in damages, his anticipated profits.

YOU CAN recover possession of merchandise paid for by a "bad" check. In *Parker v. First Citizens Bank & Trust Co.*, 50 S. E. (2d) 304, N. C., one Parker offered for sale at auction certain merchandise. One Stevens became the purchaser, and he gave his check for \$1,825, drawn on the First Citizens Bank & Trust Co., as payment for the merchandise. The certificate of title was transferred and assigned to Stevens. The next day Stevens sold the merchandise to a dealer named Willis for \$1,870.

When Parker presented the Stevens check to the bank for payment, it was refused. Parker sued Stevens to recover the amount due. The higher court ordered Parker to pay the full purchase price and explained these important legal points: the sale of the merchandise by auction to Stevens was

a cash transaction, and payment of the purchase price by check constituted a conditional payment. As the check was dishonored and not paid, no title passed to Stevens, the purchaser.

YOU CAN follow mortgaged merchandise into another state and take possession of it, if the purchaser defaults. Also, according to a recent higher court, one who purchases merchandise or equipment on credit and signs a conditional contract or mortgage to secure payment of the balance due, cannot be guilty of theft, even though he takes the merchandise out of the state or sells it to an innocent purchaser.

For illustration, in *Eline v. Commercial Credit Corp.*, 209 S. W. (2d) 846, Ky., it was shown that one Ward purchased certain equipment. He made a down payment and for the balance gave a note for \$610.08, secured by the properly recorded conditional sale contract. Without knowledge of the seller, Ward removed the equipment to Kentucky. He filed with the Clerk of the County Court his Indiana certificate of title and made affidavit that he was owner of the equipment. The Clerk then issued to Ward a license receipt. Then Ward sold and delivered the equipment to the Eline Co. The lien debt not having been paid, the original seller sued the Eline Co. for conversion and asked the court to order the latter to pay the balance due, \$600.

The higher court held the Eline Co. liable, stating "It will be readily noted that under the conditional sales contract the title remained in the vendor (seller) while possession was placed with the vendee (Ward). In no way can it be construed that one who has right to possession can steal the thing he possesses. It could be nothing more nor less than a conversion by Ward."

Things You Can Do

YOU CAN'T recover excessive damages even though a seller breaches your contract of sale. All higher courts hold that a buyer who claims to have been damaged by a seller must minimize the damages as much as practical.

For instance, in *Mossler Acceptance Corp. v. Naquin*, 31 So. (2d) 247, it was shown that a purchaser purchased equipment for \$1,530.40, which included insurance, interest and carrying charges, and with a warranty that the equipment was free from defects. However, the equipment was not free from defects, and thus the seller breached his warranty.

The purchaser sued the seller to recover damages equal to the amount he expended for repairs, plus attorney's fees. The higher court allowed the purchaser to recover \$1,530.40, with interest, but refused to hold the seller liable for attorney fees. This court said:

"The demand of \$250 for attorney's fees cannot be allowed. . . It is a well-settled principle of law that it is the duty of one claiming to have been injured by the act of another, to minimize the damages as much as possible."

INSURANCE and FINANCE

Things You Can Do

YOU CAN avoid responsibility on a special contract made by an employee who was not authorized to make special contracts. In *McKnight v. Peoples*, 61 Atl. (2d) 820, Pa., a bank held overdue mortgages against a theatre. The bank's agent, named George, took over the theatre, hiring one McKnight to manage it. At this time he received from the bank a testimonial check for \$300. Later McKnight requested additional compensation for his services in developing the theatre, claiming that George had authorized him to develop as well as manage it. The bank refused to pay anything additional, and McKnight instituted suit to recover \$43,842.74.

In holding the bank not liable, the higher court maintained that the evidence was "clearly insufficient" to establish that McKnight had a contractual relation with the bank. In other words, the court held that George had no authority to make special contracts for the bank.

YOU CAN now make a dependable legal distinction between "service contracts" and "reinsurance" contracts, so held a late higher court. In *Citizens Casualty Co. v. American Glass Co.*, 166 Fed. (2d) 91, it was demonstrated that contracts were entered into by a glass company with an insurance company to replace broken or damaged plate-glass windows. The insurance company agreed to pay the glass company 46 percent of the premiums earned each month and 46 percent of any retentions which became due.

In subsequent litigation, the higher court held that the insurance policies

were not "service contracts," but were contracts of "reinsurance."

Things You Can't Do

YOU CAN'T rely upon statements made by an insurance company's agent because the higher courts hold that he is your agent. See *Lee v. Aetna Cas. & Sur. Co.*, 81 F. Supp. 1008. Here, the testimony showed that by mistake the application for a liability policy described elevators to be insured as "none." Hence, the policy did not cover elevators.

YOU CAN'T make a valid sale of real property if you contemplate bankruptcy, and then conceal the money received for the property. See *Todd*, 172 Fed. (2d) 254.

YOU CAN'T expect to collect from a surety who orally promises to pay another's debt or guarantees that a named person will pay his account with you. Such a guarantee must be in writing. See *Myers v. Alisbrook*, 51 S. E. (2d) 629, 229 N. C. 786.

YOU CAN'T enforce a verbal lease contract or a verbal promise to give a lease on real property for more than one year. Such a contract is void unless in writing. See *Delnero v. Serra*, 63 A. (2d) 896.

YOU CAN'T avoid liability if you breach a sale contract. For example, in *Bagwell v. Susman*, 165 Fed. (2d) 412, the testimony showed facts, as follows: A purchaser purchased from the Bagwell Preserving Co. a large quantity of jellies and preserves. The purchaser sued for breach of warranty, claiming that the products were unfit for consumption, being of a watery consistency and greatly inferior to the grade as represented by the seller.

DISTRIBUTION ACTIVITIES

(Continued from page 57)

Erie K. Theimer has been named traffic manager of the Crane Company. He had been associated with the Chesapeake & Ohio Railway for 22 years previously.

Robert C. Joy, regional traffic manager of Greyvan Lines, Inc., and Greyvan Storage Inc., has announced appointment of C. D. Jameson and Herbert B. Sproat as district supervisors of Greyvan Storage, Inc.

Harry L. Sullivan has been named western district traffic manager of the Kansas City Southern at Los Angeles.

Metropolitan Traffic Association of New York, Inc. has elected the following officers: E. J. McCabe, president; J. J. Donnelly, first vice president; W. B. Kearns, second vice president; J. A. Dowling, secretary; V. P. Golden, treasurer and Wm. Croissant, financial secretary.

Sam Patterson, former manager of the Seattle branch of Pacific & Atlantic Shippers Assn., Inc., has been named western traffic manager of that company, with offices in Seattle.

Ralph C. Kintz has succeeded James B. Duggan as traffic manager of the Peabody Coal Co., Chicago. Mr. Duggan retired after 35 years of service.

Angus V. McLeod has been appointed general traffic manager of The Permanente Metals Corp.

Raritan Traffic Club has elected the following officers: John H. Kappmeier, Jr., Associated Transport, president; James C. Orr, Flako Products, first vice president; Thomas Higgins, Hermann Forwarding, second vice president; and John B. Dooley, Anheuser-Busch, treasurer.

Harry F. Meyers, veteran Toledo transportation man, has resigned as traffic manager for Lake Motor Freight Lines to become general agent for Road-Way Express, Inc., Toledo, Ohio. Mr. Meyers is known as a motor freight tariff authority.

Earl B. Smith, vice president and director of traffic of General Mills, Inc., has been elected to membership of the board of directors of the Transportation Association of America.

(Continued on page 93)

Public Warehouse Section

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This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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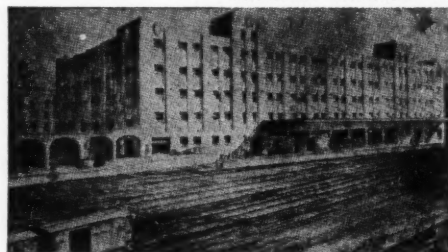
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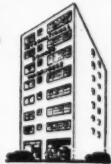
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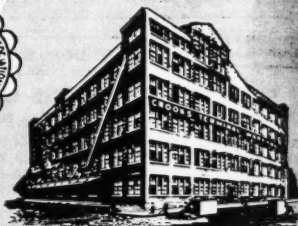
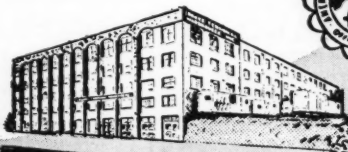
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All shipping facilities at your north and south doors and in the basement. **RAIL—TRUCK—TUNNEL.** Track capacity 120 cars. Platform capacity for 100 trucks. LCL freight shipments to all railroads direct by tunnel. Many services cut your payroll. Low insurance. Heavy floor load. Flexible space. Convenient to transportation, hotels and "Loop." Pleasant working conditions. Ample parking. See for yourself, or write.

Also general storage . . . carload in transit storage . . . pool car distribution . . . U. S. Customs Bonded . . . each in separate buildings.

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Executive Offices: 444 Lake Shore Drive, Chicago 11—Superior 7-5606

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**Close to the Loop District, these two
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and economical service to stores and distrib-
utors in Chicago and the Mid-West.**

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Prompt Deliveries

Advances Made

Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

SOO TERMINAL WAREHOUSE "The Economical Way"

Division of Beatrice Foods Co.

519 W. Roosevelt Road, Chicago 7, Ill.

Year-round candy storage, pool car distribution, negotiable warehouse receipts. Storage in transit. One-half million sq. ft.

Customs Bonded
Unlimited Floor
Load Units for
Lease
Near the Loop



CHICAGO, ILL. For Distribution in CHICAGO Use

SYKES SERVICE

Fully sprinklered warehouse building for merchandise storage exclusively.
Centrally located—only 12 minutes from the loop. Complete warehouse service with personal supervision.
Pool Car Distribution.

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Merchandise Storage and Distributors

WAKEM & McLAUGHLIN, Inc.

Estd. 1886

MAIN OFFICE—225 E. ILLINOIS ST., CHICAGO 11

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ADVANCES MADE

Our ample financial resources enable you to negotiate loans right in our office.
Prompt Delivery and Best of Service
Bottling In Bond

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MOVING—STORAGE—SHIPPING

Pres., R. E. Schuetz — Gen. Mgr., Russ Barrett
AGENTS: UNITED VAN LINES, INC.

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A half million feet of modern warehouse space where you have every advantage for receiving, shipping and reshipping. Track space accommodates 360 railroad freight cars. 70 ft. covered driveways practically surround the clean, light and airy warehouse.

Located on the edge of Chicago's famous Loop and only one block from the mammoth new Post Office, Western Warehouse is in the heart of all business activity. Write for complete information.

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For Shippers' Convenience, States, Cities

Telephone 4381 and 4382

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Joliet, Illinois
MERCHANDISE STORAGE AND DISTRIBUTION
Best distributing point in Middle West
Located on five Trunk Lines and Outer Belt which connects with every road entering Chicago. No switching charges.
Chicago Freight Rates Apply

JOLIET, ILL.

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Merchandise Storage and Distribution
The only completely Palletized warehouse in Joliet
Pool Car Distribution • Motor Freight Service
Located on Rock Island R. R. • Free Switching

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formerly Joliet Mfg. Co., which was Established 1948
150 Youngs Ave., Joliet, Ill.
Offers 50,000 Sq. Ft. of modern warehouse space, located on the CRI and PRR Roads. Private siding and free switching. General Merchandise storage.
Automatically Sprinklered Throughout
Member of AWA

PEKIN, ILL.

Location—10 miles from Peoria, Ill.; 165 miles from Chicago, Ill., or St. Louis, Mo.
KRIEGSMAN TRANSFER COMPANY
231 Margaret St., Pekin, Illinois
Merchandise & Household Goods Storage—Moving & Crating
105,000 Sq. Ft. • One Floor • Brick Construction • Sprinklered • Heated • Private Siding
18-Car Capacity • 11 Trucks
Free Switching by: CCC&SL • Santa Fe
• Illinois Central • Alton • Rock Island
• Chicago & Illinois Midland • and P&PU Railroads

EVANSVILLE, IND.

MEAD JOHNSON TERMINAL CORP.

P. O. Box 597, EVANSVILLE 2, INDIANA
"Where Waterway . . . Railway . . . Highway Meet"
With the most modern and most unusual River-Rail-Truck Terminal and Warehouse in the United States. Sprinklered—A.D.T.
Located only ninety miles from the country's center of population. Served by six large railroads, many motor freight lines and the American Barge Line, Mississippi Valley Barge Line, Union Barge Line and independent towing operations.
Merchandise and food commodities of every description, from every part of the globe, can conveniently reach, be economically stored, and then efficiently distributed from Evansville.
Write for booklet completely describing the many unusual services available.
Member of A.W.A.

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FORT WAYNE [WITH MIGHT] STORAGE CO. [THE SAME]

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FIREPROOF AND NON-FIREPROOF BUILDINGS
Pittsburgh, Fort Wayne & Chicago R. R.; Grand Rapids & Indiana R. R., Wabash R. R.—Private Sidings—Pool Car Distribution

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Exclusively



Merchandise and Cold Storage

Modern Fireproof Warehouses—Centrally Located—P.A.I. Siding—Lowest Insurance Rates—Pool Car Distribution—Local Cartage Service—Branch Office Service.

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and Firms are Arranged Alphabetically

FORT WAYNE, IND.

Members of MayWA-AWA

PETTIT'S STORAGE WAREHOUSE CO.

414 E. Columbia St., Fort Wayne 2, Ind.
MD&E. & HHC. POOL CAR DISTRIBUTION
New York City REPRESENTATIVES Chicago
MR. J. W. TERREFORE MR. W. J. MARSHALL
250 Park Avenue 53 W. Jackson Blvd.
Plaza 3-1235 TELEPHONE Harrison 3488

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Established 1929

General Merchandise Storage and Distribution

Private Siding Indiana Harbor Belt R. R. Free Switching, Centrally
Located, Pool Car Distribution, Motor Truck Terminal, Operating our
own fleet of trucks.

GARY WAREHOUSE CO.

10th & Massachusetts St., Gary, Ind.
Phone Gary 6131

INDIANAPOLIS, IND.

Phone Market 4341

INDIANA TERMINAL & REFRIGERATING CO.

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Sprinklered Warehouses Office Rooms

General Merchandise and Cold Storage

Down Town Location with RR tracks in building.

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MEMBER OF A.W.A.

Indianapolis Warehouse and Storage Co.

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Merchandise Storage • Private Sidings, N.Y.C.

Pool Car Distribution • Office Space

Represented by

Distribution Service, Inc., New York City, Chicago, Ill.

INDIANAPOLIS, IND.

Riley 5513

A Complete Service

STROHM WAREHOUSE AND ARTAGE COMPANY

359 W. RAY STREET, INDIANAPOLIS

OPERATING 53 TRUCK UNITS

General Merchandise—Pool Car Distribution

Modern Motor Trucking Service

Check Out Service

All Merchandise On Check Out Cars Placed

On Platform Ready For Delivery

Reciprocal Switching, All Railroads

Store Door Delivery and Pick-up for

N. Y. C. R. R.



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A. D. T. Service

DISTRIBUTORS TERMINAL CORP.

Merchandise Storage and Distribution a Specialty
Pool Cars Solicited

Motor trucks for store door delivery—Our clients do the selling—We do
the rest. U. S. Licensed and Bonded Canned Foods Warehouse License No. 12-4

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PLAZA 3-1235

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General Merchandise Warehousing and Distribution.

Cold Storage.

Modern Brick Warehouse, Sprinklered 80,000 Square Feet.

Siding on C. M. St. P. & P. Rd. Free Switching from

Other Roads. Motor Freight Terminal.

Member of A.W.A.—N.F.W.A.



CEDAR RAPIDS, IA.

Cedar Rapids TRANSFER & STORAGE CO.

MODERN WAREHOUSE
AND TRUCK TERMINAL ON TRACKAGE
Complete Facilities For Efficient Warehousing
and Distribution of Merchandise
DAILY SERVICE IN EVERY DIRECTION

DAVENPORT, IOWA

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726 Federal Street

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General Merchandise Warehousing

Pool Car Distribution

100,000 square feet of sprinklered fireproof floor space.

Insurance rate of under 15c • Private Siding on R. I.

10 car capacity with reciprocal switching from the

G. B. & Q. and C. M. St. P. & P. railroads.

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Member of Iowa Warehouse Ass'n.

DES MOINES, IOWA

Established 1883

Merchandise and Household Goods Storage

Local and long distance

Moving—Packing—Shipping

BLUE LINE STORAGE CO.

200-226 Elm - Des Moines 9, Iowa

Members: A.W.A.—N.F.W.A.—Ia.W.A.—Distribution Service, Inc.

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Member American Chain of Warehouses

Fire
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MERCHANTS TRANSFER & STORAGE CO.

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TRY OUR SUPERIOR SERVICE

55 years' warehousing nationally known accounts

gives you Guaranteed Service

Daily reports of shipments and attention to every detail

DES MOINES, IOWA

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Established 1880

MEMBER

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TRANSFER & STORAGE COMPANY

Merchandise & Household Goods Storage

Lowest Insurance Rate. Pool Car Distribution. Private Sid-
ing. Free Switching. Free Rail or Truck Pick-up Service.

Represented by



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COMPLETE DISTRIBUTION SERVICES

222,000 sq. ft. of floor space in buildings of brick-concrete-

steel construction. Chicago-Great Western R. R. siding with

10 car capacity. Free switching with Federal Barge Lines.

Low insurance rates. Complete-Motor-Freight-Facilities.

Pool car distribution—all kinds. Merchandise & House-

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Write today

DUBUQUE STORAGE & TRANSFER CO.

300th JACKSON ST.

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Member of Iowa Warehouse Ass'n.

Chicago Representatives: Associated Warehouses, Inc.

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Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.

Agents ALLIED VAN LINES, Inc.



HUTCHINSON, KANSAS

Member — Mo. W.A.

A COMPLETE WAREHOUSING SERVICE

MERCHANDISE & COLD STORAGE

- FREE SWITCHING BY SANTA FE, ROCK ISLAND & MOPAC
- PRIVATE SIDINGS
- TRUCK LOADING DOORS AND DOCKS
- STORAGE IN TRANSIT — POOL
- CAR DISTRIBUTION
- NEGOTIABLE RECEIPTS
- OFFICE & DISPLAY SPACE AVAILABLE
- LOW RATES
- LICENSED—BONDED—INSURED

HUTCHINSON MERCHANDISE WAREHOUSE

P. O. Box 386, Hutchinson, Kansas — Phone 6280 — Larry Thurston, Mgr.

KANSAS CITY, KANSAS

FOR OVER A QUARTER CENTURY

INTER-STATE MOVING AND STORAGE CO.

Household goods and merchandise storage.

PACKING, MOVING, SHIPPING—PRIVATE SIDING

Agent Member—Allied Van Lines

18TH AND MINNESOTA AVENUE

SALINA, KANSAS

THE NATURAL SHIPPING POINT FOR KANSAS

Burnett BONDED Warehouses

Complete Branch House Service

Separate Warehouses for

Merchandise—Household Goods

Free Switching from MOP-RI-SFE-UP

Reference—Any Salina Bank

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A Modern Distribution and Warehousing Service

Brokers Office & Warehouse Co.

149 North Rock Island Ave., Wichita 2

B. W. BILLINGSLEY, JR., Manager

Member of American Chain of Warehouses

WICHITA, KANSAS

MERCHANTS Van & Storage Company

619 E. William St. Wichita 2, Kan.

Household Goods & Merchandise Storage. Free Switching—Sprinkler System

Member of NFWA—AVL

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131 EAST MAIN ST., LOUISVILLE 2

25 WAREHOUSES 944,000 SQUARE FEET

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Gen'l Mds.

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Commercial Terminal Warehouse Company INCORPORATED

Modern Merchandise Warehouses

A dependable agency for the distribution of merchandise and manufactured products.



Member of

Storage Cartage Forwarding
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Office 402 No. Peters Street

NEW ORLEANS 16

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For Shippers' Convenience, States, Cities

New Orleans

THE ONLY PRIVATELY OWNED AND OPERATED PUBLIC WAREHOUSE AT SHIPSIDE IN NEW ORLEANS

This Corporation, continuing the operations of Douglas Shipside Storage Corporation established in 1931, offers Public, State and U. S. Customs Bonded Warehousing at its new terminal and wharf served by deep-water dock for ocean-going vessels and barges. Louisiana Southern R. R. switchtrack . . . reciprocal switching . . . sprinklered buildings . . . storage-in-transit privileges.

Represented by DISTRIBUTION SERVICE, INC.

New York, Chicago, San Francisco

Member American Warehousemen's Association

GULF SHIPSIDE STORAGE CORPORATION

Formerly DOUGLAS SHIPSIDE STORAGE CORPORATION

TERMINAL AND WHARF AT FOOT OF ST. MAURICE AVENUE AND MISSISSIPPI RIVER
EXECUTIVE OFFICES: 118 North Front Street, New Orleans 16, La. Telephone: Raymond 4972 — Magnolia 5321

NEW ORLEANS, LA.

Member of A. W. A.

HAYES DRAYAGE & STORAGE, INC.

833 South Front Street, New Orleans 3

Complete distribution and warehousing service

Operators of space in Free Foreign Trade Zone No. 2

Sidings on N. O. Public Belt R. R.

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INDEPENDENT WAREHOUSE CO., INC.

2808 Chartres St.

New Orleans 17

Specializing in MDSE Distribution

Operating Under Federal License

All concrete Warehouses, sprinklered, low insurance rates, Low handling costs. Located on Mississippi River—shipside connection. Switching connections with all rail lines. State Bonded. Inquiries Solicited.

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MALONEY TRUCKING & STORAGE, Inc.

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An Able servant to the PORT OF NEW ORLEANS

Complete warehousing facilities—Distribution—Weighing—Forwarding—Fumigating—Storage—Cartage—Field Warehousing—Office Space—Display Rooms—Sprinklered Risk.

UNITED STATES AND STATE BONDED

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E. J. GANNETT, Owner

Standard Warehouse Company

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MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Located in the Heart of the Wholesale District • Convenient to Rail & Truck Depots • Private Switch Tracks T & NO - SP RR • Reciprocal Switching •

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McLAUGHLIN WAREHOUSE CO.

Established 1875

Incorporated 1918

General Storage and Distributing

Rail and Water Connection—Private Siding

Member of A.C.W.—A.W.A.—N.F.W.A.

and Firms are Arranged Alphabetically

BALTIMORE, MD.

Milton K. Hill, Mgr. & Treas.

CAMDEN WAREHOUSES

Rm. 301, Camden Sta., Baltimore 1
Operating Terminal Warehouses on Tracks of
The Baltimore & Ohio Railroad Co.
A. D. T. Private Watchman, Sprinkler
Storage—Distribution—Forwarding
Tobacco Inspection and Export—Low Insurance Rates
Consign Via Baltimore & Ohio Railroad

BALTIMORE, MD.

The Davidson Transfer & Storage Co.

HOUSEHOLD GOODS and MERCHANDISE STORAGE & DELIVERY

A Household Name in
Household Moving Since 1896
N. F. W. A.; Md. F. W. A.
Special Flat Bed Trucks for Lift Cases
U. S. Customs Bonded Draymen



MODERN
DAVIDSON
MOVERS



BALTIMORE, MD.

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J. NORMAN GEIPE VAN LINES, INC.

524-536 W. Lafayette Ave., Baltimore 17, Md.

See our advertisement on page 163—
1949 edition of D and W Directory

BOSTON, MASS.

Owned and Operated by Merchants Warehouse Co.

CHARLES RIVER STORES

131 BEVERLY STREET—BOSTON 14, MASS.



Located within the city limits, adjacent to
North Station. Brick-and-concrete buildings;
300,000 sq. ft. space, some sprinklered and
heated. A. D. T. burglary alarm service, U. S.
Customs and Internal Revenue bonded space.
Boston & Main R. R. delivery.

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CLARK & REID CO., INC.

GEORGE E. MARTIN, President

BROOKLINE - BOSTON - CAMBRIDGE

Household and Merchandise Storage - Packing - Shipping



OFFICES: 88 Charles St., Boston
5 Station St., Brookline
380 Green St., Cambridge
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BOSTON, MASS.

Established 1896

PACKING

MOVING



Member: MayWA-MassFWA-CanWA

3175 Washington St.

BOSTON, MASS.

FITZ WAREHOUSE CORPORATION

operating

ALBANY TERMINAL STORES

137 Kneeland Street, Boston 11

GENERAL MERCHANDISE STORAGE

B. & A. R.R. Delivery

BOSTON, MASS.

Hoosac Storage & Warehouse Company

Lechmere Square, East Cambridge 41, Boston

FREE AND BONDED STORAGE

A.D.T. Automatic Fire Alarm

Direct Track Connection B. & M. R. R.

Lechmere Warehouse, East Cambridge, Mass.

Hoosac Stores, Hoosac Docks, Charlestown, Mass.

Warren Bridge Warehouse, Charlestown, Mass.

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W. A. KELSO

A. WALTER LARKIN

Pres.

Treas. & Mgr.

J. L. KELSO COMPANY

Established 1894

General Merchandise Warehouses

UNION WHARF, BOSTON 13

Connecting all railroads via

Union Freight Railroad Co.

A.D.T. Service

Motor Truck Service

Member of Mass. W. A.

Warehouse Construction

(The following information is contained in a far more extensive report on the "Outlook for Commercial Construction, Part II, Warehouses, Office and Loft Buildings," put out by the Office of Domestic Commerce, U. S. Department of Commerce. It is reproduced as a service to warehouse and other readers planning or contemplating the construction of branch plants or warehouses. By indicating volume and cost factors, it directly shows current demand and indirectly indicates the advisability of obtaining new space).

ALTHOUGH there has been a very favorable vacancy rate for the last five years and as income

for existing buildings has been on the rise, the sharp increases in construction costs which have taken place have not been conducive to the building of new office, warehouse and loft structures. The commercial building construction cost index of the George A. Fuller Construction Co. which had stood at an average of about 240 (1913=100) for 1944 and 1945, jumped to an average of 290 for 1946 and an average of about 340 in 1947, increases of 21 percent and 17 percent, respectively. This is in sharp contrast to the stability of the 1924-1930 period in which the cost index applicable to large commercial buildings fluctuated within a range

of 4 percent, while new construction activity boomed.

In 1948, the cost index averaged about 380, an increase of only 11 percent over 1947. From the fourth quarter of 1947 to the fourth quarter of 1948 the index rose only 7 percent. These figures indicate a tapering-off in the postwar ascent of commercial construction costs. Further evidence of a flattened cost curve is found in the slight declines which have taken place in 1949 in building indexes issued more frequently than the one used to measure cost changes in construction of large commercial buildings. Since a sharp decline in construction costs is an unlikely eventuality without a major economic depression (also unlikely) the chances are that a fairly stable level of construction

(Continued on Page 92)

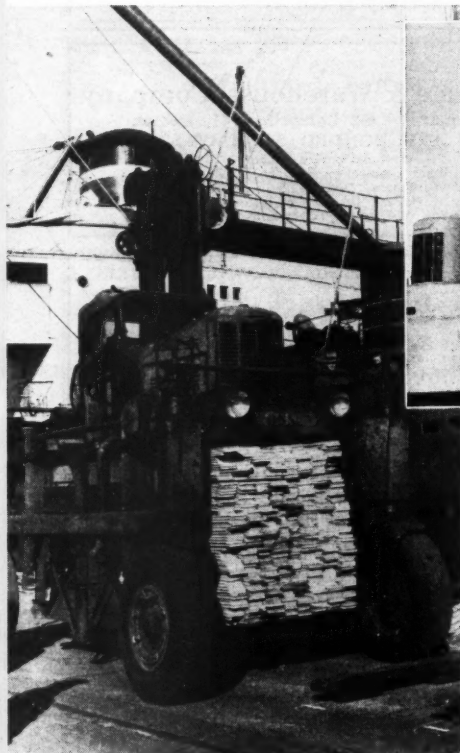


Air view of Lumber Terminal location; 60 million board feet capacity

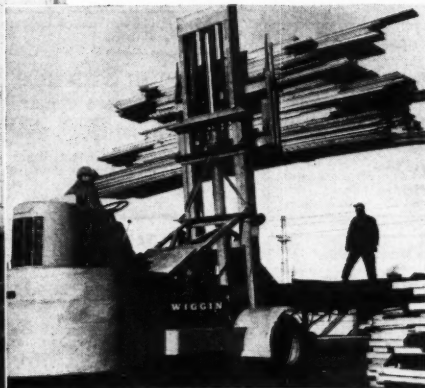
WIGGIN

WIGGIN LUMBER TERMINAL

For export or import the great 75-acre hard-surfaced terminal offers outstanding facilities for lumber and bulk shipments. Deep water berths permit three ships to operate simultaneously . . . modern materials handling equipment speed the placing of loads picked up shipside by 16 Ross carriers, capable of handling 2,000,000 board feet a day. Complete rail and trucking connections.



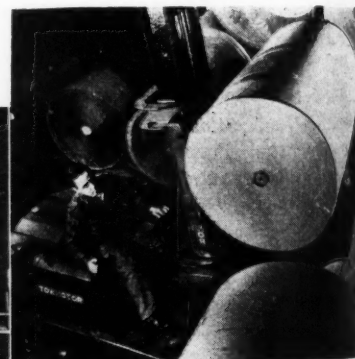
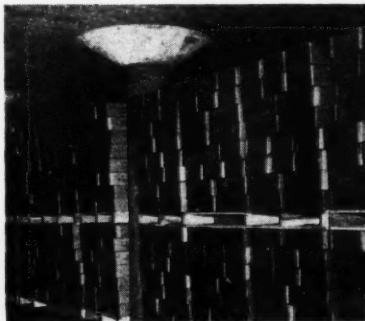
Type of space maintained and available for rental.



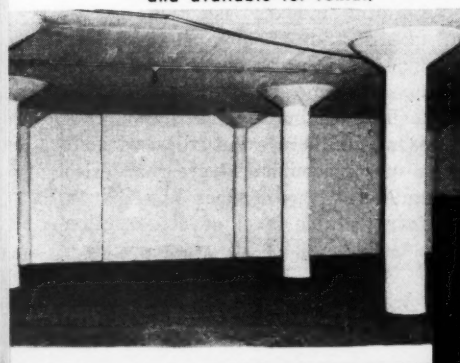
Heavy capacity fork trucks speed loading and stacking at Lumber Terminal

Sixteen Ross carriers expedite shipside to storage movement

Our modern palletized method of storing.



Twenty fork trucks insure economical, prompt and safe handling.



WIGGIN

50 TERMINAL STREET • BOSTON 29, MASS

Offering Complete Terminal and Warehouse Facilities in **BOSTON**



Wiggin Merchandise Terminal provides half-million sq. ft. of modern warehouse space with additional 100,000 sq. ft. in sprinkler-protected pier shed.

WIGGIN SERVICE is not just a matter of space and buildings. It is a working-plan of scientific handling, speed, accuracy and efficiency backed up by 40 years of experience that offers modern and economical distribution.

Operating as one unit under one master-control, the three Wiggin plants offer every storage, distribution and fumigation advantage for all types of raw materials and manufactured goods.

Each department has its own specialized materials handling equipment, from platform trucks and whip hoists to the most modern heavy duty fork trucks and gravity conveyors.

Operated under Federal inspection, our modern all-purpose fumigating plant can handle any commodity and meet your specified requirements. New heavy duty gravity conveyors provide economical operation. Capacity for cotton . . . 2,000 bales per day.

Wiggin Terminals offer the ultimate in security. All warehouses are bonded with full-time U. S. Government store-keeper on duty . . . sprinkler systems . . . regular patrolling . . . direct police and fire wires . . . contracted pest control.

Wiggin Terminals are strategically located within Boston, yet beyond congested areas to assure smooth and rapid trucking operations. Direct rail connections, with sidings up to 50 car capacity, to all points North, West and South.

Rental space with facilities available for office, display room, light manufacturing, storage and distribution.

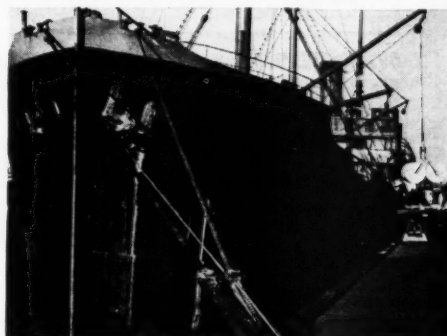
Members: American Warehousemen's Association
and Massachusetts Warehousemen's Association

DISTRIBUTION SERVICE, INC.

251 E. Grand Ave.,
Chicago 11, Ill.

2 Broadway,
New York 4, N. Y.

605 Third St.,
San Francisco 7, Calif.

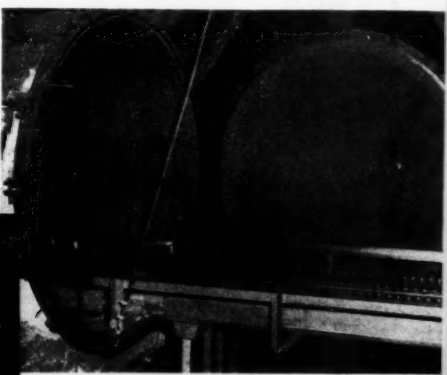


From deep-draught ship to warehouse.



Heavy duty whip hoists speed operations.

Huge, all-purpose vacuum fumigating tanks.



WIGGIN TERMINALS, INC.

Telephone: CHARLESTOWN 2-0880

EASTHAMPTON, MASS.



Lincoln Tidewater Terminals Co.
Pleasant St. Box 109, Easthampton, Mass.
209,000 feet of sprinkled and heated space
Joint Boston & Maine and NYNH&H RR service
Bulk — Transit — Distribution
Tel. Easthampton 109—Boston, Capital 7-1446

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Atlantic States Warehouse and Cold Storage Corporation

385 LIBERTY ST., SPRINGFIELD 1

General Merchandise and Household Goods Storage
Cold Storage for Butter, Eggs, Poultry, Cheese, Meats
and Citrus Fruits

B. & A. Sidings and N. Y., N. H. & H. R. R. and
B. & M. R. R.

Member { A. W. A.
M. W. A.

*Daily Trucking Service to
suburbs and towns within
a radius of fifty miles.*

SPRINGFIELD, MASS.

F. G. Mooney, Pres. J. G. Hyland, V-Pres.

HARTFORD DESPATCH and WAREHOUSE CO., Inc.

214 BIRNIE AVENUE, SPRINGFIELD, MASS.

U. S. Bonded Warehouses . . . Pool Car Distribution . . . Household and
Merchandise facilities . . . Private Siding . . . Our fleet covers Connecticut
and Massachusetts daily. Warehouses at Bridgeport and Hartford, Conn.
Members: NFWA—AWA—ACW—AVL Agents

SPRINGFIELD, MASS.

SINCE 1880

HUCK'S TRANSFER, Inc.

General Offices 188 Liberty Street, Springfield 4

GENERAL MERCHANDISE STORAGE

DIRECT TRUCK DISTRIBUTION throughout

Connecticut, Massachusetts and Rhode Island

PRIVATE SIDING, main line New York Central Railroad

COMPLETELY EQUIPPED for all kinds of Rigging and Industrial Moving

U. S. BONDED CARRIER and WAREHOUSE OPERATIONS

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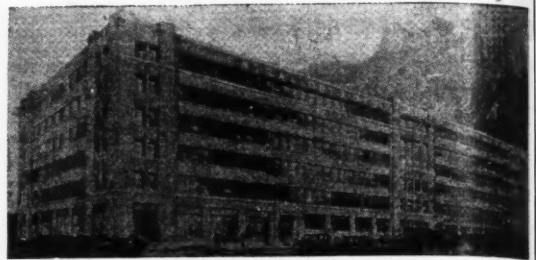
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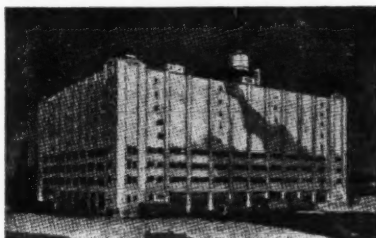
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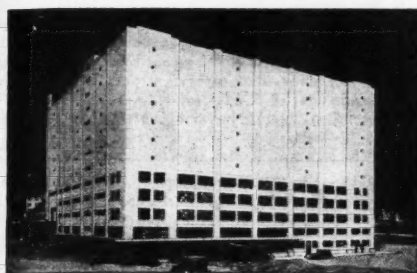
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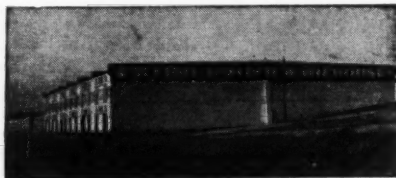
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G. D. Cederholm will contribute an article on traffic manage-
ment to the December issue of Distribution Age. Mr. Ceder-
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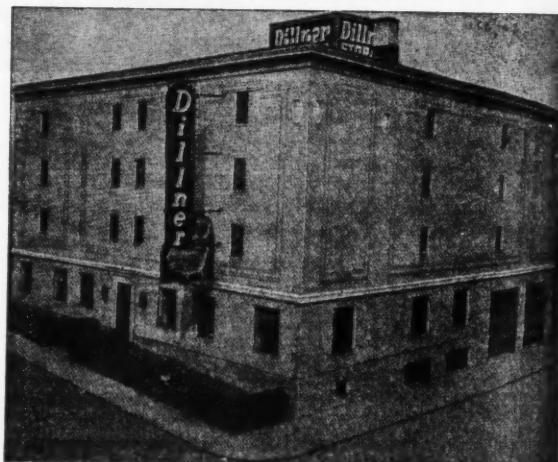
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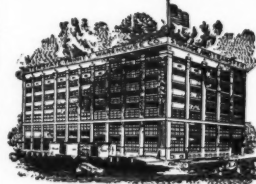
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Private Room System for Storage

CRATING, PACKING and SHIPPING

Charges Collected and Promptly Remitted

Member: N. F. W. A., Can. W. A.



WAREHOUSE CONSTRUCTION

(Continued from Page 71)

cost conditions should again be conducive to the construction of new office, warehouse and loft buildings, as they were in the 'twenties.

The modern trend of populations movement toward the satellite cities and rural areas of metropolitan districts has oriented certain types of services to the suburbs where they occupy space in small buildings.

Many of the buildings of this era are apt to be small and located in industrial suburbs or satellite cities. Such buildings can more readily find financial backing at the hands of local banks, insurance companies and individuals than mid-town skyscrapers.

More conservative financing and smaller individual projects will

probably serve to keep the annual volumes of new office, warehouse and loft building below that of the skyscraper building era. By virtue of having smaller projects, however, and in view of the large amount of capital available from banks, insurance companies and individuals for sound investments financing will probably be available to construct buildings at an increased rate in the early 1950's in areas where space continues to be at a premium.

LETTERS TO THE EDITOR

(Continued from Page 10)

would the carrier be liable, or would they in turn pass the responsibility on to the stopover consignee reporting the shortage?

I have made a great deal of progress in reducing the damage in these stopover cars, and am not going to give up in beating this shortage problem. In addition to seeking your advice and assistance, I am going to carry the matter further with the carriers. If they can assist me in determining whether or not our cars are loaded incorrectly, we can establish one point. From there it will either be a question of eliminating pilferage in transit or reviewing our loading methods to

secure accurate car counts in each case.

Thank you for your patience in reading such a long letter. Traffic Manager.

P.S. I forgot to mention that we have had at least three cases where the shortages reported reflected goods missing having a cubic displacement of 40 cu. ft., 40 cu. ft. and 80 cu. ft. respectively! Can you conceive of any shipping department loading a car short such great amounts that it would measurably affect the level of the load in the car?

(Mr. Elwell was consulted on the matter and replied as follows:)

DISTRIBUTION ACTIVITIES

(Continued from Page 61)

Wheeldex Manufacturing Co., Inc., White Plains, N. Y., has announced the appointment of **Ralph R. Dawson** as general traffic manager and traffic and transportation systems specialist.

Gerald T. Boyle has resigned as general traffic manager for the Witco Chemical Co. of Chicago, a position he held for the last ten years.

Miss Ethel Glasby, supervisor of traffic, Joseph Horne Co., has been installed as president of the Women's Traffic Club of Pittsburgh. Other officers who were inducted were: **Miss Margaret P. Lemon**, first vice president; **Miss Edith Coyle**, second vice president; **Mrs. Lorene Barry**, corresponding secretary; **Mrs. Margaret A. Dugan**, treasurer; **Mrs. Beth R. Wiley**, custodian; and **Miss Grace Boegler**, financial secretary.

Warehousing

Davidson Transfer and Storage Co. recently completed its new commercial and household goods storage warehouse in Baltimore. A one-story brick and concrete structure, it has 4.5 acres of land, including a one acre parking lot for cars and trucks. The building has a 100 ft. covered dock with ample room for loading and unloading. The packing room offers maximum daylight for sawing, packing, crating and lift-van operations. Work is on an assembly line basis. Commercial products are palletized, and a special department handles packing and crating for export shipment.

Davidson operates service in the Middle Atlantic area, has household moving offices in several eastern cities and is a member of United Van Lines, Inc.

Incidentally, the company just completed a new terminal in Jersey City. This is a two-story structure with modern handling facilities and covered, variable-height freight platforms.

Charles E. Adams, formerly general superintendent of the southwestern division of the Pennsylvania Railroad at Indianapolis, has been named president of Harborside Warehouse Co., Jersey City.

He succeeds the late **Harry C. Oliver**. Mr. Adams rose through the ranks and, after engineering training, soon rose to be superintendent of the Toledo division. He was chief engineer of the New York zone from 1940 to 1947.

What's a Monopoly?? asks the NARW, in connection with the A&P case. It examines the definition in Webster's dictionary ("Exclusive control of a commodity or service . . .") and then takes a look at the food industries. After looking hard and failing to find one, the NARW had this to say: "P.S. Too many people in high places have forgotten—or never learned—that the 'profit system,' exemplifying our freedom of enterprise, is also a 'loss system.' Let's keep reminding them." Good idea, what with a lot of little red figures running around loose in the warehousing field today, and in the food industries to boot. And talking about monopolies, let's see now . . . a couple of million employees in the government, telling people how to fill out empty paper forms, how to run their businesses, how to . . . Let's see now, if monopoly means exclusive control of a service . . . NARW also reports that, beginning July 1, 1949, the U. S. will spend \$45 billion in a year. That's \$45,000,000,000.00. Pretty soon we'll have to begin using exponential functions and powers and other mathematical symbols to cope with the situation.

The NARW has applications for membership from **Marlynn Cold Storage & Warehouse Corp.**, Miami; **Florida Quick Freeze & Cold Storage Co.**; and **Continental Freezers, Inc.**, Lafayette, Ind.

Southeastern Warehousemen's Assn. had an annual meet at Birmingham, Ala., Sept. 15-17. Among those attending were **F. E. Stevens, Jr.**, of Atlanta Service Warehouse, Atlanta (Mr. Stevens is president of the SWA); **George D. Lentz**, **Lentz Transfer & Storage Co.**, Winston-Salem, N. C.; **Clem D. Johnston**, who is AWA general president; and **H. C. Avery**, **Union Terminal Warehouse Co.**, Jacksonville, Fla.

The traffic manager's remarks in reference to my September article are very much appreciated. His letter brings up a most interesting point.

As a whole, the situation which he describes is somewhat unusual. However, when the problem is broken down to its basic elements it still remains a question of "shipper's load and count."

Whether a car contains a shipment to one consignee or to more than one, the fact remains, in the case referred to, that the railroad at no time is responsible for the load and count. The original shipper, and its agents, are responsible.

Therefore, unless the shipper can prove negligence on the part of the carrier, claim for loss cannot be collected. For instance, in 218 N.W. 649 (Mich. Sup. Ct.) it was held that a shipper must prove by definite evidence the amount loaded into a car and delivered at ultimate destination. Unless the company can furnish such evidence there is no way that I know whereby the shipper can collect from the carrier.

In 168 ICC 549 we find: "such endorsement as **** 'shipper's load and count,' is authorized by Section 21 of the bill of lading act, where goods are loaded by the shipper."

Another citation which may be of interest: "When a fully loaded car is delivered to the railroad, the railroad company is not responsible for imperfect packing or other carelessness on the part of the shipper" (155 Fed. (2d) 467). I would add that the words "or other carelessness" can be applied in various ways and a shipper must conclusively prove negligence on the part of the carrier. This is generally very difficult.

The traffic manager asks our opinion as to whether or not a certified count by a third party (other than the shipper or the carrier) would help the shipper in obtaining payment of claim for loss. The nature of a "shipper's load and count" loading of a car is such that I do not see how anyone could prove shortage on the part of the carrier in instances where the car was covered by a "clean" seal record i.e., original seals intact upon arrival of the car at any destination. The fact that an "outside" third party had performed the checking would make no difference—not even if the counting were done by the President of the United States.

Near the close of his letter he mentions that he is cooperating with the railroads in an effort to eliminate loss. That's an excellent idea. Frequently, the claim prevention men of the carriers can give valuable assistance in relation to loading and checking methods.

However, insofar as his main question is concerned I can only state that in my opinion he will be unable to collect from the railroad for any loss on his "shipper's load and count" cars unless he can prove definite evidence that the carrier is negligent.

A final thought: Has the shipper given any consideration to obtaining some form of insurance to cover losses such as referred to in his letter?—**Henry G. Elwell**.

INDEX TO GENERAL ADVERTISERS

Public warehouse advertisements start on page 62 and are arranged alphabetically by states, cities and firms

A		H	
Air Express Div. of Railway Express Agency	41	Haiss Mfg. Co., Inc., Geo., Div. of Pettibone Mulliken Corp.	49
American Airlines, Inc.	29	Harborside Warehouse Company	Back Cover
American District Telegraph Co.	37		
Automatic Transportation Co.	Second Cover		
B		K	
Baker-Raulang Company	1	Kinnear Manufacturing Company	10
Beech Aircraft Corp.	6		
C		P	
Clark Industrial Truck Co. Div. Clark Equipment Co.	43	Penco Engineering Company	51
Colson Corporation Co.	51	Port of Los Angeles	5
D		R	
Darnell Corporation, Ltd.	45	Revolvator Company	53
Delta Air Lines, Inc.	7		
Dodge Div. Chrysler Corp.	11	S	
E		Silent Hoist & Crane Co.	49
Eaton Manufacturing Co.	33	Studebaker Corporation	31
Elwell-Parker Electric Co.	12	T	
F		Trans World Airline	4
Fruehauf Trailer Company	8	U	
G		United Van Lines, Inc.	Third Cover
GMC Truck & Coach Div.	2	Y	
Gerstenslager Company	47	Yale & Towne Manufacturing Co.	34

TRUCKING

(Continued from Page 59)

ifornia growers are looking for means to cut production and handling costs in California, but with the freight bill still looming large, they are also trying desperately to make a saving in transportation. If trucks are the answer, California citrus shippers will use them to every possible extent.

Equipment used for citrus transportation has shown great improvement over the past few years. When earliest truck shipments were made to nearby states, refrigeration was not dependable and sometimes was non-existent. While citrus does not require the great degree of refrigeration needed by more perishable products, it does demand adequate protection, particularly in the hot months. Present-day trucking equipment has increased its refrigeration protection and its total-load possibilities. The newer outfits are well insulated on top, bottom, ends and sides.

OBITUARIES

Harold Anderson, 44, assistant general manager of All States Freight, Inc., Akron, Ohio, Sept. 15.

Lawrence D. Dunn, 45, president of D. W. Dunn Storage Co., Milton, Mass., September 26. He was a past officer of the Mayflower Warehousemen's Association and quite active in its affairs in years past.

Emery Dykstra, 54, vice president of Henry Vroom & Son, Michigan trucking concern and hauler for the Great Atlantic & Pacific Tea Co. Mr. Dykstra was first vice president of the Michigan Trucking Association.

Henry E. Kerschner, Sr., of H. E. Kerschner Transfer and Storage Co., Tiffin, Ohio.

Harry B. Mueller, 60, traffic manager of Mead Johnson & Co., Evansville, Ind., for the last 31 years, September 6. He was a member of the New York Traffic Club, Chicago Traffic Club, National Industrial Traffic League, Transportation Club of Terre Haute, Ind., Transportation Club of Evansville and Evansville Chamber of Commerce. Mr. Mueller was also a member of the traffic staff of the Indiana State Chamber of Commerce.

Rosario P. Spinelli, owner of the Central New York Freightways, Syracuse, N. Y. He was in the trucking business for 25 years and was a member of the Syracuse Traffic Club.

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Even such a seemingly unrelated detail as a timetable for the right personal transportation is a vital part of United's *Pre-Planned* moving service.

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Yet, the point is always the same:

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Moral: call your United agent to pre-plan all your personnel transfers. You can leave the moving job up to United's man with complete confidence. All household goods and office equipment will be handled carefully, economically, and on schedule . . . with your people kept happy every step of the way.

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SERVICE at Harborside is based upon the assumption that the customer is right—and bright. He knows what he wants, and Harborside's seasoned personnel—200 strong—sees that he gets it. Your New York metropolitan distribution is in safe hands at Harborside.

Here, under one vast roof, are 43.5 acres of storage space . . . suitable accommodations for your commodities, of whatever nature. Cold storage facilities—4,344,423 cubic feet—are outstanding. Harborside's private police force and fire department—its modern construction

with 19,305 sprinkler-heads—assure maximum safety and low insurance rates.

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Harborside is directly opposite Cortlandt Street, Manhattan . . . five minutes from Holland Tunnel and trunk highways. It has direct connections with the Pennsylvania Railroad, and with all other lines and with freighters, via lighterage. 26-car placement at one time.



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